



**Development Of A Conceptual Tool For Business Model
Creation & Innovation For The Sharing Economy In
Tourism**

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Abstract

In the recent years a socio-economic phenomenon disrupts the global economy and society. The so-called Sharing economy or collaborative economy grew into a billion dollar market in the last years. Companies like “Uber “ and “Airbnb” found foothold in sectors like accommodation, transportation and changed the whole tourism industry. The profitability of the Sharing Economy attracts many entrepreneurs and companies worldwide, still a qualitative analysis of secondary data revealed that the research on business model development and innovation in this new economy is very limited.

This paper is dedicated to fill the gap in the literature and provide a tool for Sharing Economy business model creation and innovation with a focus on the tourism sector. The study proposes a derived definition for the sharing economy and identified key characteristics concerning business models and tourism, which were used as building blocks to create a Sharing Economy Business Model Innovation (SEBMI) Canvas. A case study was executed to validate the developed tool with a test group of 2 entrepreneurs and 2 start-ups. According to the findings of this validation phase an updated version of the SEBMI canvas was designed.

The practical contribution of this study was to develop a tool, which supports entrepreneurs in creating a Sharing Economy business model while at the same time helping start-ups to review and improve their already existing Sharing Economy business model towards a higher degree of innovation. The designed SEBMI canvas meets this targets and builds a great basis for further improvement. A programmed version of the canvas would allow the user a better performance when using the SEBMI canvas on computers or mobile devices and overcome issues regarding the design, length and usability of the canvas.

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List Of Abbreviations

SE	Sharing Economy
EEN	Enterprise Europe Network
EU	European Union
SEBMI	Sharing Economy Business Model Innovation
GPS	Global Positioning System
RFID	Radio-Frequency Identification
P2P	Peer-to-Peer
IOT	Internet of Things
B2B	Business to business
C2C	Consumer to consumer
SME	Small and medium sized enterprises
VC	Venture Capital
OECD	Organization for Economic Co-operation and Development

1 Introduction

In 2011 the Time Magazine announced that the sharing economy (SE) is one of ten ideas that are going to change the world (Walsh, Bryan, 2011).

A research from PricewaterhouseCoopers (PwC) forecasts that by 2025 the five biggest collaborative economy sectors (Peer-to-peer accommodation, Peer-to-peer transportation, On-demand household services, On-demand professional services, Collaborative finance) will gain an equal size as their traditional counterparts generating revenues Europe-wide worth over € 80 billion and facilitating nearly € 570bn of transactions (PwC UK, 2016). The SE is inevitably on the rise and will become a major element of our global economy.

“The European Commission estimated in 2016 that the gross revenue in the EU from sharing economy platforms and providers amounted to €28 billion in 2015. Much of this revenue comes from tourism-related sectors, in particular the accommodation and transportation sector.” (Juul, Maria, 2017, p.4)

SE businesses like Airbnb or Uber are booming in the recent years. They provide people new and often more affordable options to traditional business equivalents and individuals the opportunity to start their own tourism businesses (Juul, Maria, 2017). The term SE nowadays stands for innovative digital technologies, rapidly growing sharing activity in communities and the overall positive symbolic meaning of sharing. This is why many companies want to position themselves under the broad umbrella that comes with this term (Schor & Fitzmaurice, 2014).

Nevertheless frameworks and tools to innovate business models within the field of the SE are still very limited.

Botsman and Rogers (Botsman & Rogers, 2011) identify in their book *“What’s Mine Is Yours—the rise of collaborative consumption”*, different forms of SE. Olson and Kemp (Olson & Kemp, 2015) break the SE down in 4 different focus industries and analyses them in terms of business models. While Cohen and Kietzmann (Cohen & Kietzmann, 2014) focus specifically on the business models of the SE in the mobility sector.

The aim of this dissertation is to develop a tool for the SE, which helps start-ups and entrepreneurs to define, adapt and innovate their business model in particular in the tourism sector.

1.1 Motivation

The researcher personal interest in this topic comes from its interruptive nature and continually increasing influence in our lifestyle. The numbers of businesses that act as part of a collaborative and SE are undeniable increasing as is their influence on our daily life (Frenken & Schor, 2017). The dissertation is an attempt of the researcher to combine the academic knowledge of a Master's in Innovation and Technological Entrepreneurship with his work experience in the tourism and hospitality sector. Furthermore the dissertation is connected to a research project called "TouriSMShare", which is implemented by four European Enterprise Network partners from Italy, Bulgaria, Spain and Portugal. The purpose of the project is to explore the growth potential of European SME's and Social Enterprises in the SE related to the tourism and cultural heritage sectors and generate a more integrated EU collaborative economy within them. The outcome of the research should provide a guideline for SME's including start-ups and young companies to successfully adapt or improve their business model regarding the SE (Dell'Aversana, 2018).

1.2 Research Question

The first part of the research aims to understand the concept of SE. The first research question will be focus on the discussion of the definition of the term SE. The first research question we want to address in this research is:

- **How can we define the term "Sharing Economy"?**

The second research question was formulated out of the findings of the reviewed literature which revealed a gap of missing tools and instruments to develop and innovate business models particularly for the SE.

- **How can we develop of a tool for the tourism sector, which supports entrepreneurs in creating a SE business model while at the same time helping start-ups to review and improve their already existing SE business model towards a higher degree of innovation?**

1.3 Methodology

A qualitative research was seen most appropriate for this study to answer the research questions mention above. An analysis of secondary data from literature will be executed to help defining the sharing economy and discuss the concepts around it including business model innovation, frameworks and connection to the tourism sector. Findings in the literature will be used for a conceptual development of a tool designed to innovate business model in the SE especially based on tourism. This tool will be tested afterwards in a validation phase with start-ups and entrepreneurs. Their feedback will then be used to modify and improve the tool in the last part of the study the model development stage. Figure 1 depicts a general overview of the methodology used in this paper.

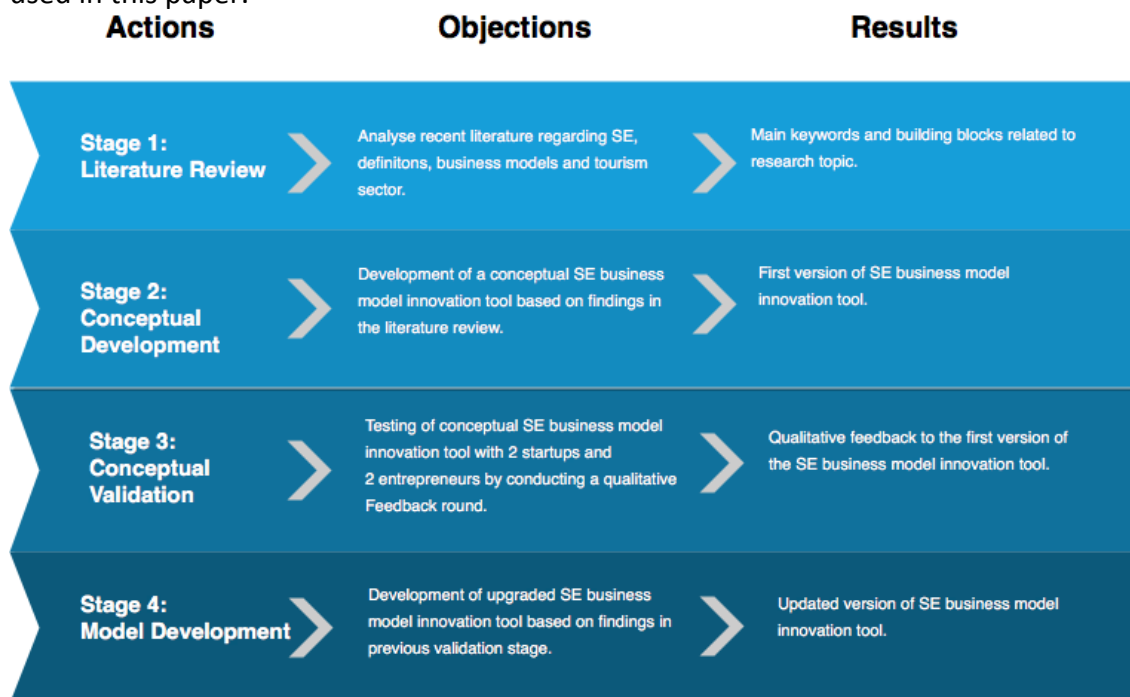


Figure 1. Overview Methodology

2 Literature Review

The researcher looked for articles published from 2005 to 2017 in the academic online databases of Scopus based on the following keywords: Sharing economy, Business Model, Frameworks and Tourism. A total of 90 documents were obtained from the search. The papers were organised and ranked in a spread sheet according to their importance regarding the topic. Furthermore an open search online was conducted to also include sources from established Websites and Online magazines. The most recent and relevant literature focused on Sharing Economy, Business model and Framework was organized in a table (see Appendix A, Table A. 1) and analysed. The literature review was organized according to the following structure:

- 1.) The first part will focus on the SE in general. It will propose a definition for the term SE as well as the impact of this new approach in our society.
- 2.) The second part will review business models in the SE and discuss already existing tools, which are helping to structure them.
- 3.) The third part will take a look at the tourism sector in general as well as the influence of the SE in this sector.

2.1 Sharing Economy

The first part of this paper will discuss the SE in general and the high controversy that comes with it, starting from its definition and different dimensions until its impacts on our society and economy.

In recent years, the SE also referred to as collaborative economy, has experienced tremendous growth (Cohen & Kietzmann, 2014; Miller, 2015). Between 2013 and 2015 the EU's SE concept covering the five key sectors (accommodation, transport, online services, local services, finance) grew in net revenues from € 1 billion to € 3,6 billion, what represents an increase of more than 70 % (Celikel, Funda, Abadie, Biagi, Bock, & Bontoux, 2016). According to a research of PwC the SE could generate globally revenues of \$ 335 billion in 2025 (PwC UK, Vaughan, & Daveiro, 2016). These studies map out the scope of this uprising economy.

The three terms "collaborative consumption", "sharing economy" and "peer to peer economy" are among most popular to describe this phenomenon of sharing goods and service peer to peer and prioritize accessibility and utilization over ownership. The SE is nowadays already a familiar term to most people and is linked to the enormous growth of companies like Uber and Airbnb (Schor & Fitzmaurice, 2014). The book "What's Mine Is Yours: The Rise Of Collaborative Consumption" by Botsman and Rogers (Botsman & Rogers, 2011) has made the word "SE" become popular in public media (Hern, Alex, 2015; The Economist, 2013).

2.1.1 Definition of the Sharing Economy

In 2015 SE was added to the Oxford English Dictionary and described as *“An economic system in which assets or services are shared between private individuals, either free or for a fee, typically by means of the Internet.”* (Oxford English Dictionary, 2015, p.1). This is just one definition, generally there is no accepted definition of the SE (Martin, 2016). Table 1 presents the major definitions of the SE.

Table 1. Definitions of the SE

Reference	Definition
(Botsman & Rogers, 2011)	<i>“An economic model based on sharing underutilised assets, from spaces to skills to items for monetary or non-monetary benefits.”</i>
(Cusumano, 2014)	<i>“The sharing economy is a product of a new age where underutilized assets become peer-to-peer services for hire, enabled by the internet and smartphones.”</i>
(Stephany, 2015)	<i>“The sharing economy is the value in taking underutilized assets and making them accessible online to a community, leading to a reduced need for ownership of those assets.”</i>
(Miller, 2015)	<i>“Sharing economy is an economic model where people are creating and sharing goods, services, space and money with each other.”</i>
(Matofska, 2016)	<i>“The sharing economy is a socio-economic system built around the sharing of human and physical resources.”</i>

(Cockayne, 2016)	<i>"The on-demand or 'sharing' economy is a term that describes digital platforms that connect consumers to a service or commodity through the use of a mobile application or website."</i>
(Frenken & Schor, 2017)	<i>"Consumers granting each other temporary access to under-utilized physical assets (idle capacity), possibly for money."</i>
(Muñoz & Cohen, 2017)	<i>"A socio-economic system enabling an intermediated set of exchanges of goods and services between individuals and organizations which aim to increase efficiency and optimization of sub-utilized resources in society."</i>

Most of the definitions presented in Table 1 , included in context some of the following four **keywords**:

1. **Technology:** One of the main enablers of the SE this includes the Internet, digital platforms, mobile and web-based applications etc.
2. **Economic model:** SE is a new form of economic and socio-economic system.
3. **Underutilized assets:** Goods, services and other assets that are underused and not generating value.
4. **Compensation model:** Receiving monetary or non-monetary rewards.

Table 2 gives an overview of the different keywords present in each definition.

Table 2. Keyword definition matrix

Definition	Keywords			
	1	2	3	4
(Botsman & Rogers, 2011): <i>"An economic model based on sharing underutilised assets, from spaces to skills to items for monetary or non-monetary benefits."</i>		X	X	X
(Cusumano, 2014): <i>"The sharing economy is a product of a new age where underutilized assets become peer-to-peer services for hire, enabled by the internet and smartphones."</i>	X		X	

(Stephany, 2015): <i>“The sharing economy is the value in taking underutilized assets and making them accessible online to a community, leading to a reduced need for ownership of those assets.”</i>	X		X	
(Miller, 2015): <i>“Sharing economy is an economic model where people are creating and sharing goods, services, space and money with each other.”</i>		X		X
(Matofska, 2016): <i>“The sharing economy is a socio-economic system built around the sharing of human and physical resources.”</i>		X		
(Cockayne, 2016): <i>“The on-demand or ‘sharing’ economy is a term that describes digital platforms that connect consumers to a service or commodity through the use of a mobile application or website.”</i>	X			
(Frenken & Schor, 2017): <i>“Consumers granting each other temporary access to under-utilized physical assets (idle capacity), possibly for money.”</i>			X	X
(Muñoz & Cohen, 2017): <i>“A socio-economic system enabling an intermediated set of exchanges of goods and services between individuals and organizations which aim to increase efficiency and optimization of sub-utilized resources in society.”</i>		X	X	

We can see in the Table 2 that all of the definitions include at least one of the four keywords and in most cases two or even three. The most used keyword was **“underutilized assets”**, which was mentioned in five of the eight definitions. The second most used was **“economic or socio-economic model”** which was mentioned in half of the definitions. Phrases connected to the keywords technology and compensation model were both mentioned in three of the definitions.

After this brief analysis of already existing definitions of the SE including the most used keywords, the author developed the following concept to define the SE based on the previous findings in the literature review:

Concept: “The sharing economy is a technology driven socio-economic model built around sharing underutilized human and physical assets with monetary or non-monetary benefits.”

The main keywords presented in the definition are summarized in Figure 2. Those keywords will be used as building blocks to develop the SE business model innovation tool in chapter three.

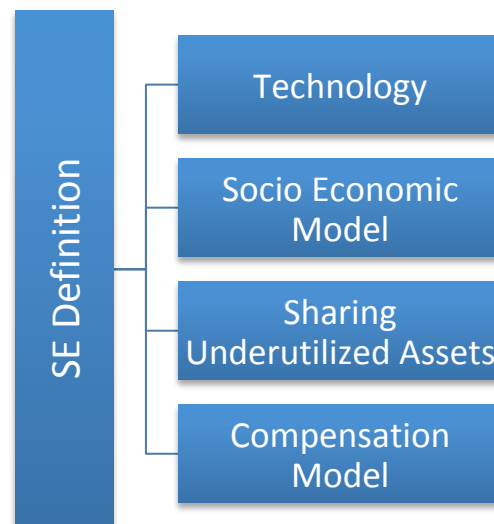


Figure 2. Building blocks of SE definition

Having defined the term SE the paper will now take a brief look at the definitions for the customer segments in the SE.

Both Cockayne(Cockayne, 2016) and Frenken & Schor(Frenken & Schor, 2017) use in their definition (see Table 1) the term “consumers”. While Cockayne defining “consumers” as the persons who use the services or commodities, Frenken & Schor also uses it to describe the persons who provide underutilized physical assets. This shows that the naming of the different actors in the SE can be very confusing because like for the SE there is no official definition.

Many papers and articles refer to people who are buying services as **consumers**, while **providers** are the people who offering (PricewaterhouseCoopers LLP, 2015; Ranzini et al., 2017). Users or participants can be on either side of the transaction. Research showed that quite a few people use platforms in both ways as providers and consumers so this distinction more helpful in terms of transactions than persons (Schor, 2014).

In order to avoid any misunderstanding with the term “platform provider” which is often used for a collaborative platform, the paper will use the term “provider of assets” instead of just “provider”.

According to those findings and in alignment to the definition of the SE the paper will define the actors as followed:

Provider of assets: User who offers underutilized human (services) or physical assets.

Consumer: User who receives underutilized human (services) or physical assets.

The distinction if the transaction includes monetary or non-monetary benefits is not relevant for the definition.

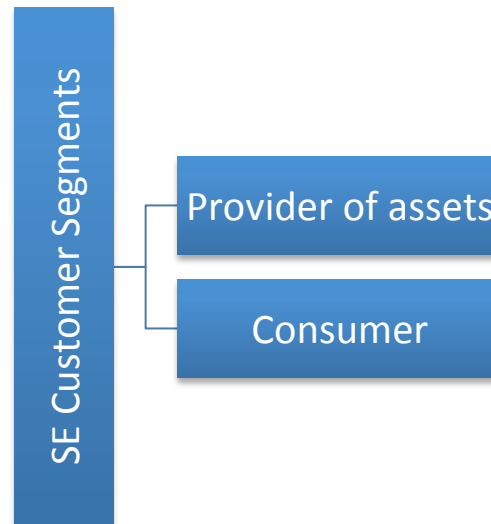


Figure 3. SE customer segments

The “providers of assets” and “consumers” are the essential customer segments for the SE. Therefore they will be also added as building blocks to develop the SE business model innovation tool in chapter three.

2.1.2 Dimensions of the SE

In the recent years authors used different approaches to structure and categorize the trend around the sharing and collaborative economy. In this chapter we will now introduce three different approaches. The first one comes from Botsman & Rogers(Botsman & Rogers, 2011) the second one from Pais & Provasi(Pais & Provasi, 2015) and the latest one is from Acquier, Daudigeos, & Pinkse(Acquier et al., 2017).

The book “What’s Mine Is Yours—the rise of collaborative consumption” (Botsman & Rogers, 2011), provided a general first categorization of the different dimensions around the terms: traditional sharing, bartering, lending, trading, renting, gifting and swapping redefined through technologies and peer communities. The book breaks this wide topic down in the most commonly used terms and defines them (Selloni, 2017).

Table 3. SE-Terms defined by (Botsman & Rogers, 2011)

SE-Terms	Definition
Collaborative consumption	<i>An economic model based on sharing, swapping, trading, or renting products and services, enabling access over ownership. It is reinventing not just what we consume but how we consume.</i>
Collaborative economy	<i>An economy built on distributed networks of connected individuals and communities versus centralised institutions, transforming how we can produce, consume, finance, and learn.</i>
Sharing economy	<i>An economic model based on sharing underutilised assets, from spaces to skills to items for monetary or non-monetary benefits.</i>
Peer economy	<i>An person-to-person (P2P) marketplaces that facilitate the sharing and direct trade of assets built on peer trust.</i>

Furthermore Rachel Botsman purposes a split of the collaborative economy into four sub-sectors finance, consumption, production and education.



Figure 4. Collaborative Economy(Botsman, 2013)

The production sector includes companies like Quirky an online community where inventors can submit new product ideas and give votes for others. The best ideas will be realized through the company, which takes them to the market by covering all the production and distribution costs.

Typical companies located in the consumption sector are Zipcar, Lyft and Airbnb, which maximize utilization of assets by creating efficient models of redistribution and shared access.

The financing sector is all around P2P banking and crowdfunding models, which decentralize traditional, finance models. The crowdfunding platform Kickstarter for example gathers money from individual investors to realize products and projects from private inventors.

The education sector democratizes education through P2P learning and open education models. Coursera provides open access to classes taught by the best universities this gives millions of people the opportunity of accessing good education and not only a privileged fraction of the society.

Figure 4 further shows that the SE is according to Botsman located in the collaborative consumption sector and only in P2P and B2C platform models. The peer economy is located in the P2P consumptions and production sector.

In comparison to the previous model, Pais and Provasi (Pais & Provasi, 2015) show six different SE practices instead of four sub-categories.

Table 4. SE Practices (Pais & Provasi, 2015)

SE practices	Definition
Rental economy	<i>An economy that rents out mainly under-used goods.</i>
Peer-to-peer economy	<i>An economy that offer under-used goods directly by their owners.</i>
On-demand economy	<i>An economy that offers personal services through platforms provided by professionals and non-professionals.</i>
Time banking and local exchange trading system	<i>Similar to the previous point it also offers services but uses alternative currencies instead of money for example time as a value to be exchanged.</i>
FLOSS—free/libre open source software	<i>An economy that is based on free and open source software and programs developed by a community of users.</i>
Social lending and crowdfunding	<i>An economy based around financing. This includes private loans to other users or raising capital to realize a product or service donators are interested in.</i>

Pais and Provasi (2015) pointing out, that this subcategories can on the one side outline the boundaries of the SE but furthermore be used as indicators to define the growth of the SE (Pais & Provasi, 2015; Selloni, 2017).

Another more recent approach to categorize the SE comes from Acquier, Daudigeos, & Pinkse (Acquier et al., 2017). In their article “*Promises and paradoxes of the sharing economy: An organizing framework*” (Acquier et al., 2017), the authors positing the SE on three economic cores: Access economy, Platform economy and Community- based economy.

Table 5. Definition of Main Cores (Acquier et al., 2017)

Main Cores	Definition
Access economy	<p><i>“Initiatives sharing underutilized assets (material resources or skills) to optimize their use”(Acquier et al., 2017, p. 4).</i></p> <p>Long existing practices of this economy are for example rental or leasing but also non-profit oriented versions like borrowing a book in a library. (Acquier et al., 2017).</p>
Platform economy	<p><i>“Intermediation of decentralized exchanges among peers through digital platforms” (Acquier et al., 2017, p. 5).</i></p> <p>Instead of producing, platforms create value by connecting and organizing transactions for other parties. (Acquier et al., 2017).</p>
Community-based economy	<p><i>“Coordinating through non-contractual, non- hierarchical or non-monetized forms of interactions (work, exchange, etc.)” (Acquier et al., 2017, p. 6).</i></p> <p>This economy is not oriented towards generating and maximizing economic value. (Acquier et al., 2017).</p>

The correlation of those three economic cores leads to a set of three dual-core initiatives and one ideal triple core configuration presented in Figure 5.

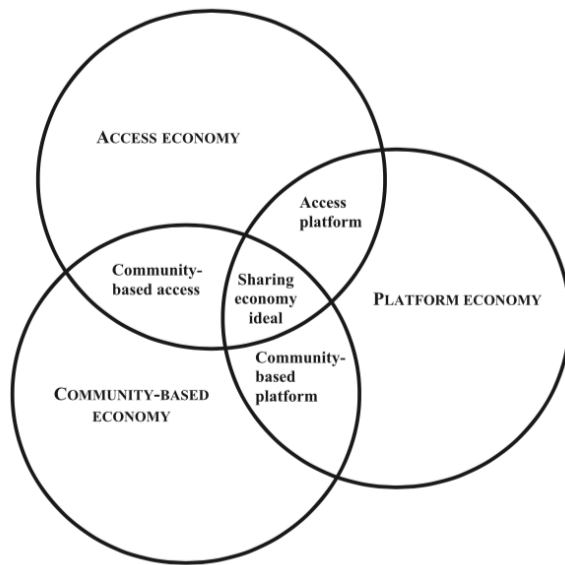


Figure 5. Combined organization cores of SE (Acquier et al., 2017)

The model gives a good visual overview how the different cores are aligned and interfere with each other and how those intersections are defined. It helps to allocate and categorize businesses in the SE. Table 6 presents the definitions of each dual core.

Table 6. Definition of Dual/Triple Cores (Acquier et al., 2017)

Dual Cores	Definition
Access platforms	<p><i>“They optimize the usage of durable goods and allow greater access to expensive goods, and thus help to fulfil the environmental and social promise of the access economy” (Acquier et al., 2017, p.6).</i></p> <p>E.g. Airbnb and Blablacar.</p>

Community-based platform	<p><i>“They harness the scaling power of platforms for the good of the community, either by using a governance mechanism that ensures redistribution to balance stakeholder interests or by orienting the purpose of the platform towards the community interest” (Acquier et al., 2017, p.7).</i></p> <p>E.g. Citiz, a network of car sharing companies</p>
Community-based access	<p><i>“They afford greater access to underutilized resources and services at the community level and thus aim to fulfill the economic, social, and environmental promises” (Acquier et al., 2017, p.7).</i></p> <p>E.g. Hackerspaces and Fablabs, which promote sharing practices in a specific place or space (Acquier et al., 2017).</p>
Triple Core	Definition
Sharing Economy ideal	<p><i>“Pursuing simultaneous promises of equitable access for everyone, environmental sustainability, post-bureaucracy, emancipation and high scalability is very challenging, and any attempt to achieve them all at once lays bare the paradoxical nature of the sharing economy” (Acquier et al., 2017, p. 8).</i></p>

As already the dual-core initiatives cause tensions with aligning their different promises a triple-core sharing-economy ideal is inherently contradictory. By leveraging the promises of each core and cancelling out each other's tensions would be the ideal, it is more likely to lead to an escalation of tensions and unfulfilled promises. Almost all businesses in the SE are located in one of the dual-core initiatives (Acquier et al., 2017).

Table 7 presents examples of business in the SE and match them accordingly to the different dimensions of (Pais & Provasi, 2015) and (Acquier et al., 2017) models.

Table 7. Different dimension models with examples

SE Businesses	Pais & Provasi, 2015	Acquier et al., 2017
Airbnb	<i>Peer-to-peer economy</i>	<i>Access platform</i>
BlablaCar	<i>On-demand economy</i>	<i>Access platform</i>
Kickstarter	<i>Social lending and crowdfunding</i>	<i>Community-based platform</i>
Linux	<i>FLOSS—free/libre open source software</i>	<i>Community-based platform</i>
TimeRepublik	<i>Time banking and local exchange trading system</i>	<i>Community-based platform</i>
Uber	<i>On-demand economy</i>	<i>Access platform</i>
Zipcar	<i>Rental economy</i>	<i>Access platform</i>

2.1.3 Drivers and Evolution of the SE

The phenomenon of sharing is as old as human mankind and played always an essential role in our society. In the recent years a new way of sharing known as SE or collaborative consumption finds foothold in our society. It's undeniable that the rise of the Internet is one of the main drivers behind this new socio-economic form of sharing. But what are the other enablers and key drivers, which helped the SE to emerge? Most experts agree on four many driving forces that helped the SE to rise (Belk, 2013; Olson & Kemp, 2015; Selloni, 2017):

Technology: The advances in the mobile application and services as social media networks helped fundamental in the creation of large-scale collaborative platforms. The Internet did not invent the SE but accelerated the progress of up scaling and its impact (Belk, 2013).

Global recession: The Great Recession in 2008-2009 was a major boost for the SE many people got unemployed, their purchasing power decreased and also their

perception of traditional businesses changed. Many start-ups in the SE emerged after the economy turned south (Olson & Kemp, 2015)

Environmental concerns: Many people try to lower their carbon footprint and choose a more sustainable way of living. The collaborative use of resources and assets and the connection between sharing and sustainability enables this goal (Selloni, 2017)

Community: The community is basically an ancient concept, which has lost some ground in the last decades and is reborn in the network of the collaborative communities. The online interaction between strangers embraces also offline sharing and interaction like social activities (Selloni, 2017).

There is no doubt between the experts that those factors were crucial for the success of the SE, but how did the SE evolve at the first place?

At the beginning the sharing was mainly happening for unused resources and between individuals. From there on it developed to an enterprise featuring consumer to consumer (C2C) and afterwards a supplier to consumer (B2C) collaboration. Also the type of shared resources extended from just tangibles to also intangibles (Choi, Cho, Lee, Hong, & Woo, 2014). The evolution of the shared object can be divided in four phases. In the first phase we connected to share information. The second phase was all about connecting to create social networks. In the third phase we connected to share bits. In the fourth phase we connect in order to share access and atoms (Botsman & Rogers, 2011). To sum up, new technology and experiences enable a different sharing and communal use (Botsman & Rogers, 2011).

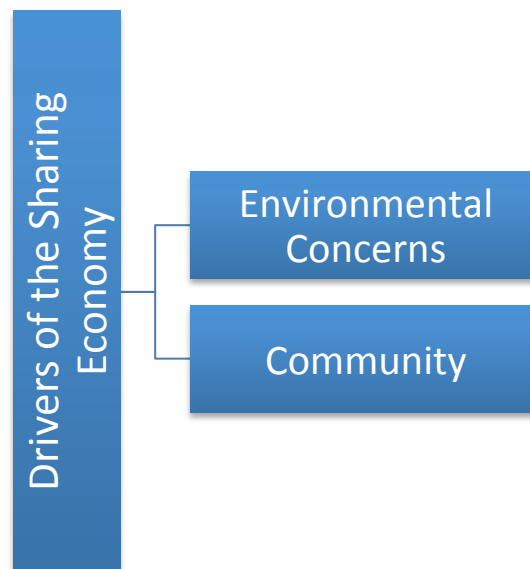


Figure 6. Building Blocks - Drivers

The four drivers were essential for the rise of the SE. While the global recession is not a current event anymore and technology is already used as a building block just environmental concerns and community will be chosen for the development of the SE business model innovation tool in chapter three (see Figure 6).

2.1.4 Enablers and Key Principles of the SE

A pioneer in the sharing sector is Lisa Gansky. In her book, *The Mesh: Why the future of business is sharing* (Gansky, 2010), she introduces to the world the term “mesh”. Gansky states that the “mesh” is enabled by the following:

- **Social:** The ability to connect to each other
- **Mobile:** Internet and mobile device and technology to find each other and things in time and space
- **Physical Goods:** The evolving technologies like GPS and RFID make it much easier to locate and track goods and services.

Those advancements make access to goods and services more convenient and less costly than owning them (Gansky, 2010). This allows “Mesh” companies to create a network which exists of multiple sales, multiple profit and multiple customer contact a central strategy described by Gansky as “product multiple times”. This network enables the companies to deepen an extend their relationship with their customers and also multiply their opportunities for sales and profit (Selloni, 2017).

The book “What’s Mine Is Yours—the rise of collaborative consumption” (Botsman & Rogers, 2011) states that there are four key principles necessary for a functioning SE.

- a) **Trust:** The trust in strangers is one of the most important enablers for a functioning collaborative economy. Digital technologies like GPS but also Social Networks create through rating systems trust between their members (Botsman & Rogers, 2011).
- b) **Believe in commons:** A value shift in society concerning the importance of property, effective management of resources and aims in life (Botsman & Rogers, 2011).
- c) **Idle capacity:** Underutilized assets are considered increasingly inefficient and wasteful (Botsman & Rogers, 2011).
- d) **Critical mass:** The growing networks worldwide allow a better matching of users, customers, consumers and producers for negligible transaction costs (Botsman & Rogers, 2011).

The speed and expansion of the SE is bounded to of those four key principles. At the moment all four are improving which can be noticed in the growing importance of the SE in our society (Wagner, Kuhndt, Lagomarsino, & Mattar, 2015).

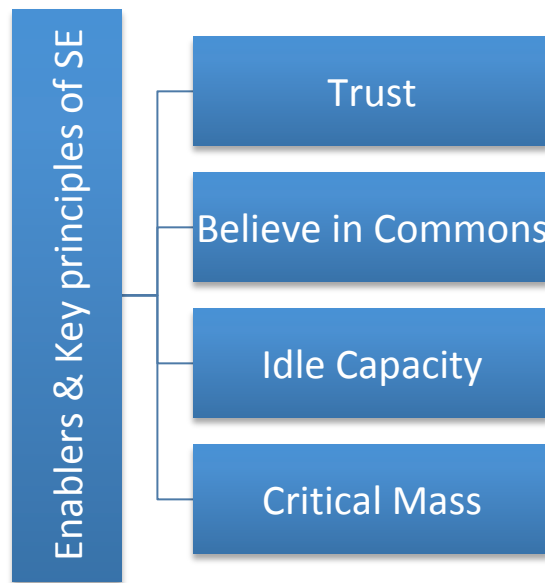


Figure 7. Building Blocks - Enablers & Key principles of SE

Also this four key principles (see Figure 7) will be considered as building blocks for the development of the SE business model innovation tool in chapter three due to their importance for the SE.

2.1.5 Positive and Negative Aspects of the SE

The SE is a highly controversial topic. Some experts like Rifkin(Rifkin, 2014) share a utopian vision for the SE. Rifkin sees in the SE the up rise of a “zero marginal cost economy”. A third industrial revolution empowered by the Internet of things (IOT) that will lead us to an era of almost free goods and services. “Prosumers” will produce and share almost everything for free from information and education to green energy this will lead to a almost “zero marginal cost economy”(Rifkin, 2014; Selloni, 2017). Rifkin’s utopian vision of the SE might take it a bit to far for most of the experts but it is undeniable that the SE brings many economic advantages.

First, collaborative platforms enable substantially the reduction of transaction and market entry costs. Through lower information costs they also minimize the constraints on monetized and non-monetized exchanges. The user benefits through mutually beneficial transactions those were not feasible before due to too high search and information costs, compared to the value of the transaction.

Second, the SE gives more productive use to underutilized assets such as real estate, automobiles, second-hand goods as well as unemployed labour. This provides new opportunities to people and lead to an increase in productivity, create new markets through disruptive innovations and create a positive impact on the environment by using goods more efficiently.

Further a collaborative economy can also bring innovation to public institutions and services. The “Blockchain” for example was the result of a P2P interaction without the involvement of intermediaries.

Many people agree that the SE creates growth, employment, consumer welfare and social and public sector innovation. Unfortunately, there is very little empirical evidence in the EU due to the little research that has been done so far. (Celikel et al., 2016)

But the SE also raises concerns and pose a number challenges for the legal framework in the EU, which was designed around traditional companies. Especially P2P based businesses seem to often operate in a legal blind spot to avoid governmental regulations and taxes that traditional businesses have to obey. Many companies therefore see the SE as a source of unfair competition. (Celikel et al., 2016)

Furthermore the workers of those traditional companies are concerned about their jobs. Many of their tasks could be performed by online workers, which are employed through fragmented contracts and no social security. A good example is the competitive rivalry between Taxi and Uber drivers. (Celikel et al., 2016)

Another topic of concern is consumer protection. Many changes have been introduced during the last decade to apply existing frameworks for the upcoming e-commerce businesses. Nevertheless many SE businesses trade goods and services supplied by individuals who are neither independent workers nor service employees. The role of the SE firms is reduced to an information facilitator who solely act as intermediaries and which exonerates them from any liabilities. (Celikel et al., 2016)

The opinions about the regulation of the SE are divided. The proponents of a self-regulation SE argue that to strict regulation would slow down or erase innovation and all the positive effects the SE generates. The workers should be considered self-employed workers instead of employees of the SE platform to avoid high labour costs, which could put them out of business.

On the other hand, opponents argue that an equal legal system should be applied to SE business to guarantee fair competition and safety. They demand that all workers on SE platforms should be considered employees of the SE firm. The goal is to introduce forms of regulations without restricting the innovation process. (Celikel et al., 2016)

It can be concluded that the SE promises positive aspects for individuals, associations and reshapes the whole economy. But at the same time the SE uses grey areas in the legal system to bypass workers rights and fiscal models in order to challenge traditional industries. This causes tensions in our society, which can be only avoided with new and fair legal policies for both parties. The knowledge gap about the impact of the SE in Europe is still very big this makes it hard to introduce fair regulations polices which are based on substantial evidence in form European wide research efforts.

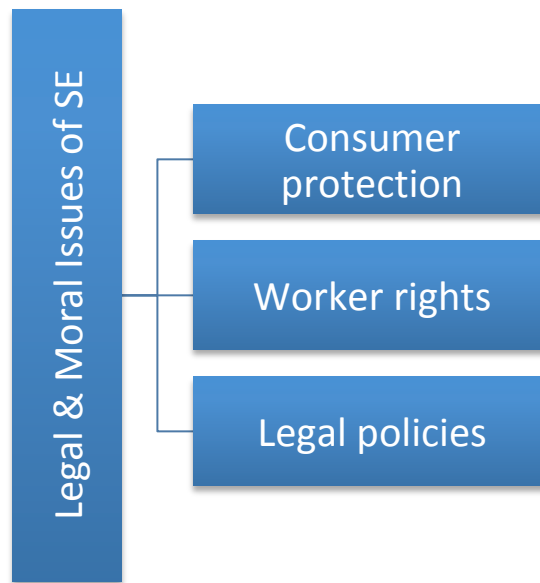


Figure 8. Building Blocks- Legal & Moral Issues of SE

The legal and moral issues of SE including the following building blocks (see Figure 8) should be also considered for the creation of the SE business model innovation tool.

2.1.6 Findings SE Chapter

The first part of the literature review revealed important findings about the existing literature around the SE. It became clear that not all experts agree on the definition of SE and its dimensions therefore a own definition had been created based on the most used keywords found to describe the SE.

After analysing recent literature regarding the enablers of the SE and its key principles more important keywords had been discovered which are inevitable connected to the SE. Those keywords are very important and will be used as building blocks for the development of the SE business model innovation tool later in Chapter 0.

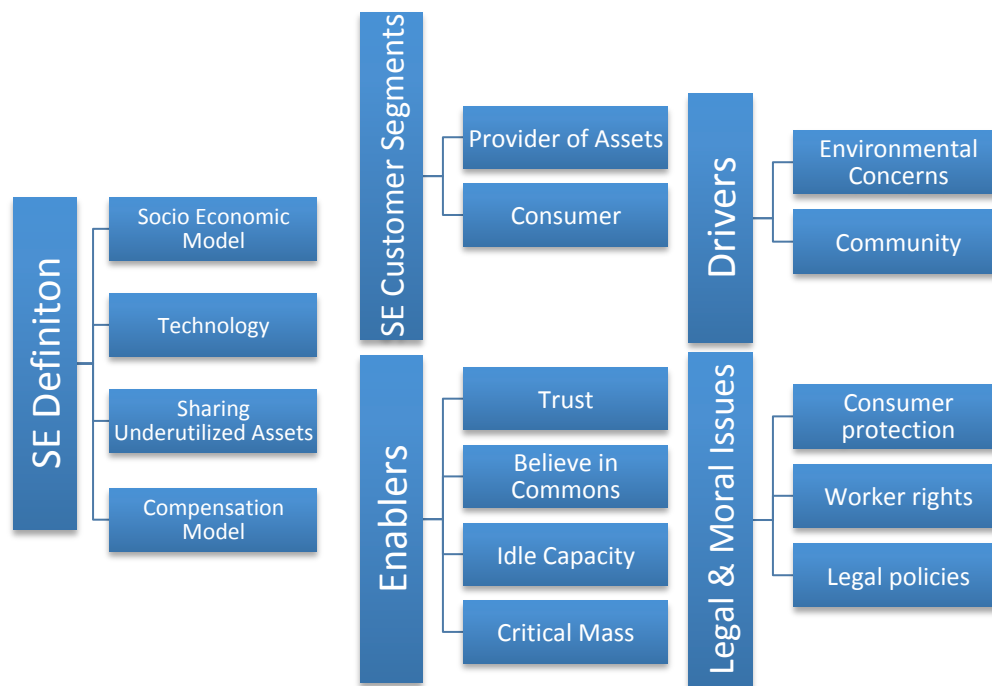


Figure 9. Keywords of the first part of literature review

The next part of the literature review will give brief introduction to business models and introduce a recent business model tool for the SE.

2.2 Business Models for SE

2.2.1 Innovation & Business Models in General

This chapter will first take a quick look at the definition of the term Innovation and afterwards present briefly the concept of a business model by using the popular business model canvas (BMC) of Osterwalder(Osterwalder, Pigneur, & Clark, 2010).

According to the “Oslo Manual for measuring innovation” from the OECD, innovation is defined as:

“An innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations” (Organisation for Economic Co-operation and Development & Statistical Office of the European Communities, 2005, p.46).

This definition of innovation will be useful for the later stages of the paper when the SE business model innovation tool will be developed.

After clarifying the meaning of the term innovation the paper will now talk briefly about business models.

The most common definition of a business model comes from Osterwalder and Pigneur (Osterwalder et al., 2010) from their book “Business Model Generation”. They define a business model as followed, “A *business model describes the rationale of how an organization creates, delivers, and captures value*” (Osterwalder et al., 2010, p.14). It is very important that the business model concept is easy to understand. The challenge is to create a relevant, simple and intuitively understandable concept, which does not oversimplifies the complexities in an enterprise. The business model canvas (BMC) of Osterwalder and Pigneur consists of nine basic building blocks covering four main topics around customers, offer, infrastructure and financial liability of a business (Osterwalder et al., 2010).

The Figure 10 below depicts the BMC with its nine building blocks.

The Business Model Canvas

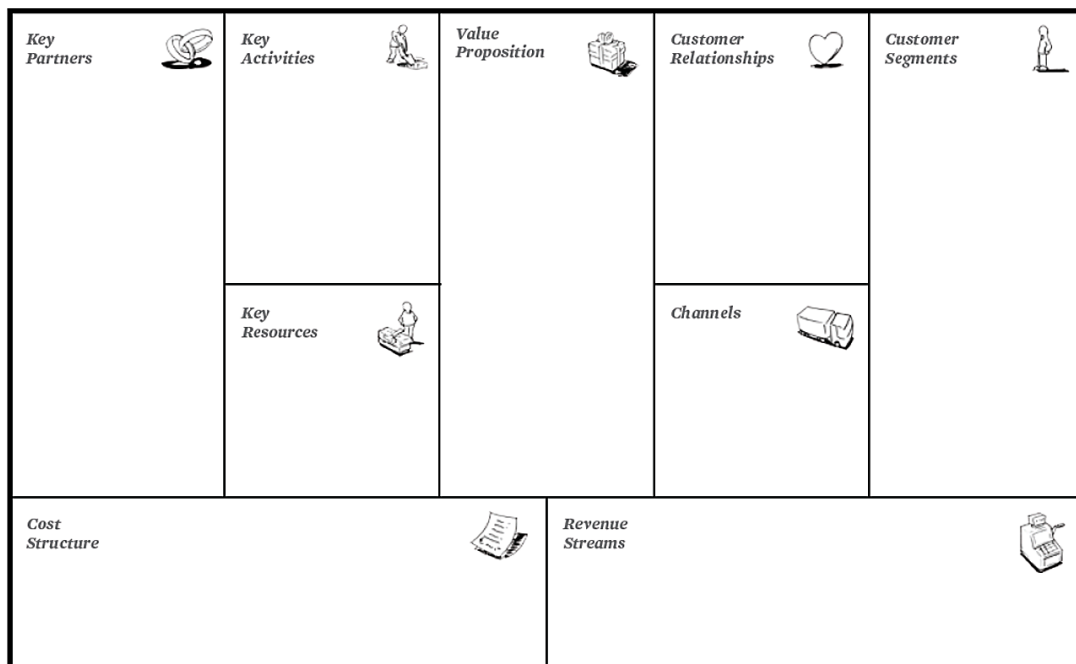


Figure 10. The Business Model Canvas (Osterwalder et al., 2010)

This was just a brief excursion to underline what a business model is about and how a tool to define a business model could look like. This paper will now take a closer look at a business model framework especially for the SE.

2.2.2 The “Sharing Business Model Compass”

Although many SE companies have some characteristics in common, their business models can be very different from each other. A framework, which helps to categorize and define the business models of the different companies involved in the SE, would be very helpful. The most recent logic framework regarding business model creation in the SE comes from Muñoz and Cohen (Muñoz & Cohen, 2017). Their so-called “Sharing Business Model Compass” is based on a study of 36 business and their business models in the SE (Muñoz & Cohen, 2017). The model uses the Honeycomb model (see Appendix A, Figure A. 1) of Owyang (Owyang, 2016) to frame the diversity of the

sectors that are impacted and disrupted by the SE. The “Sharing Business Model Compass” identifies six key dimensions of the SE business models with each of them underlying three distinct decision criteria. The four dimensions, governance model, platform type, business approach and transaction offer choices, which are located for market-based sharing to community-based sharing. The remaining two dimensions, shared resources and technology are based on sceptical decisions towards common and market orientation (Cohen, 2016).

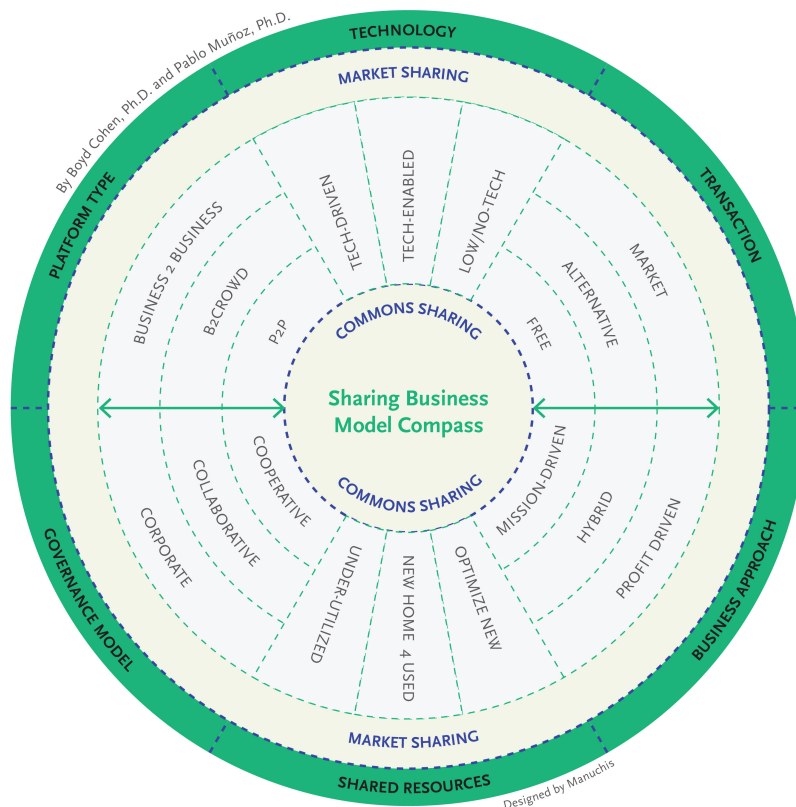


Figure 11. Sharing Business Model Compass (Cohen, 2016)

Technology

This dimension is divided in three different options which represents how much the business relies on technology: tech-driven, tech-enabled and low/no-tech. Many start-ups like “Uber” or “Taskrabbit” fall in the category of tech-enabled companies. They are reliant on technology to perform their services but require also an offline interaction. Examples for tech-driven start-ups are crowdfunding places like “Kickstarter”. Those platforms fully rely on technology and can complete their services without any offline interaction. Low/no-tech companies are especially located in the idea of sharing space. For Co-working places or fablabs technology is mostly just a supporting tool but not necessary for the service (Cohen, 2016).

Transaction

The SE company have basically three types of transaction modes: market, alternative and free. “Uber” uses with their surge pricing system which is based on demand one of the most extreme versions of market transaction also most of the venture capital companies like “Airbnb” for example fall in this category. Companies that use an

alternative type of transaction are just emerging. A good example for this form of transaction is the Brazilian time bank “Bliive”. Members can exchange instead of real currency “time dollar” in their community of provided services. Also P2P-platforms like “Peerby” where you exchange used goods fall in this category. Many Public Bike-sharing services are often free and generate their revenue through advertisements or sponsorships (Cohen, 2016).

Business Approach

The three major business approaches used in the SE are: profit-driven, hybrid and mission-driven. Uber and Ebay are an example for profit-driven companies; their goal is to make profit, which always sounds bad but does not mean they are not providing value to the citizens. Hybrid business models still want to make profit but also want to create positive social and/or environmental impact. Car sharing-platforms like “Blablacar” for example, which reduces the amount of cars on the streets. The start-up “Kiva” goes even further and uses a mission-driven approach. The non-profit organization connects people through lending to alleviate poverty (Cohen, 2016).

Shared Resources

Start-ups in the SE use three different ways to optimize under-utilized resources in society. The first one is by optimizing new resources “Zipcar” is a good example for this. Their fleet of cars consists entirely out of new vehicles, which they constantly renew. The start-up “Rent a Runaway” began with a business model based on optimization of under-utilized existing resources by renting out expensive rarely used clothes (e.g. Wedding dresses) to its users. After pivoting they changed their approach to optimization of new resources and are now renting out new clothes instead. Other examples are P2P carpooling models like “Blablacar”. The third category “new home for used resources” is used by many P2P marketplace platforms such as “eBay” (Cohen, 2016).

Governance Model

Three different kinds of governance models can be identified: traditional corporate structures, collaborative structures and cooperative models. “Airbnb”, “Uber” and other VC-based business models are mostly using traditional corporate structures. The number of collaborative business models is still very small but is expected to grow in the future. “Kiva” is again a good example for a collaborative governance model. The users and stakeholders use a platform as to realize projects as a community. The hype around cryptocurrencies like “Bitcoin” generated a rise in start-ups using a cooperative governance models. Also many taxi drivers joining together to form cooperatives as a response to compete with “Uber”.

The governance models for sharing startups range significantly, from traditional corporate structures to collaborative governance models to cooperative models. Corporate structures seem to be the choice, not surprisingly so, for most venture capital-backed business models in the SE (e.g. Uber, Airbnb, Upwork, Rent the Runway). Yet some scaled sharing businesses such as Kiva embrace collaborative approaches to working with users and other stakeholders in sourcing, implementing, and monitoring projects funded through the platform (Cohen, 2016).

Platform Type

The SE offers three type of platforms: P2P, B2B and business to Crowd. In the B2B market are companies like “Yardclub”, which rents Caterpillar tractors out to construction sites. Also “Cohealo” is a platforms, which allows hospital to share expensive medical equipment. “Business to Crowd” platforms usually provide products, which are exchanged in a community while still retaining ownership. Examples for this type of platform are companies like “Zipcar” or “Rent the Runaway”. Platforms where users can exchange goods and services and the platform provider owns basically none of the shared assets can be seen as P2P. Companies like “Taskrabbit”, “Airbnb” and “Blablacar” choose this type of platform (Cohen, 2016).

After reviewing the six dimension of the “Sharing Business Model Compass” it becomes clear how different the business models of start-ups in the SE can be. If we are assuming that an entrepreneur most only chose one option in each dimension, the framework offers 729 different business models. Although a start-up chooses a certain business model at the beginning it does not mean they stick with it over time as we could see in the case of “ Rent the Runaway”. Many times the business model has to be adapted to changes in customer behaviour or market regulations (Cohen, 2016).

Table 8 gives an example how the “Sharing Business Model Compass” can be used to categorize the different dimensions of SE companies.

Table 8. Sharing Business Model Compass with examples

Dimensions		SE-Companies						
		Airbnb	BlablaCar	Kickstarter	Kiva	Peerby	TaskRabbit	Uber
Transaction	Market	X	X	X	X		X	X
	Alternative					X		
	Free							

Business Approach	Mission				X			
	Hybrid		X	X		X		
	Profit	X					X	X
Shared Resources	Optimize new							
	New home 4 used							
	Underutilized	X	X	X*	X*	X	X	X
Governance Model	Cooperative					X		
	Collaborative			X	X			
	Corporate	X	X				X	X
Platform Type	B2B							
	B2Crowd							
	P2P	X	X	X	X	X	X	X

Technology	Tech-driven			X	X			
	Tech-enabled	X	X			X	X	X
	Low/No-Tech							

X*- Underutilized assets in terms of free financing capabilities

The SE business model compass can be a very useful tool to support entrepreneurs and start-ups in defining their business model and give them an idea of all the sub-dimensions in the SE.

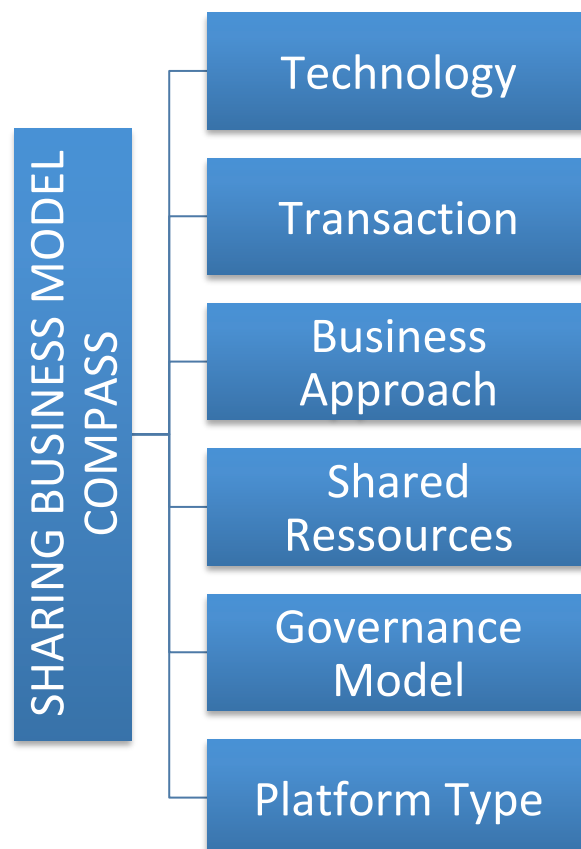


Figure 12. Building Blocks - Business Model Compass

The different dimensions of the “Sharing Business Model Compass” (see Figure 12) will be also used to create the SE business model innovation tool in chapter three.

2.3 Tourism Sector

The Tourism sector plays a key role globally from economic growth to job creation. It's one of the largest and fastest growing sectors in the world contributes an average of 4.1% of GDP and 5.9% of employment as well as 21.3 % of service exports in the OECD area (35 member states) (OECD & OCDE, 2018).

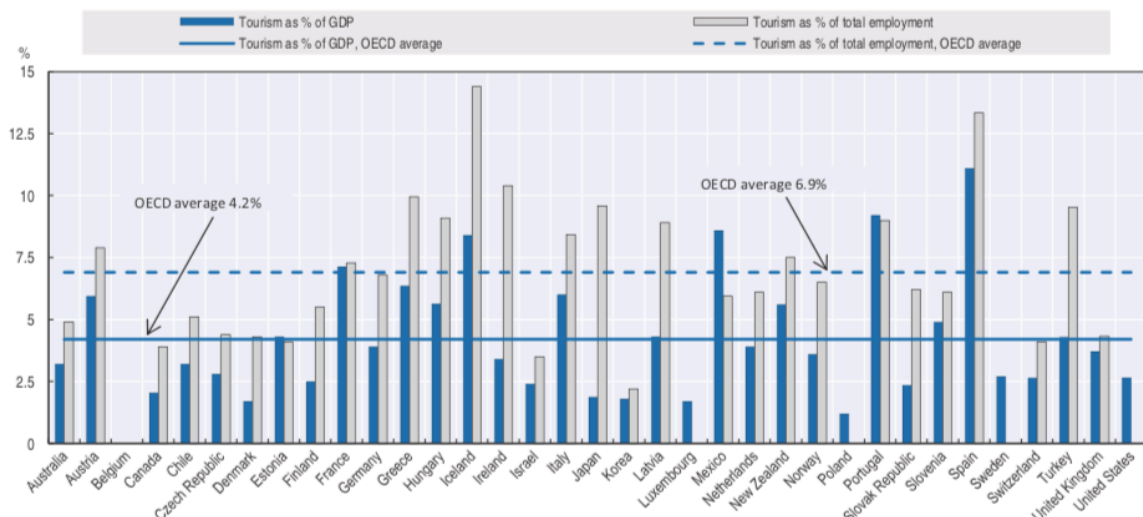


Figure 13. Direct contribution of tourism to OECD countries (as % of GDP and employment, 2016 or latest year available) (OECD & OCDE, 2018)

2.3.1 General Trends in the Sector

According to the “OECD Tourism Trends and Policies 2018” report (OECD & OCDE, 2018) the number of inbound tourist arrivals globally grew to over 1.2 billion in 2016, this is an increase of 46 million compared to the year before. In 2030 this figure is predicted to grow up to 1.8 billion. Enormous growth can be seen in emerging economy destinations, which grow with double rate compared to advanced tourism economies. The top for nations for inbound arrivals in 2016 are France, USA, Spain and China, while Germany, USA and China are the highest markets for outbound tourism in their regions. The number of international tourist arrivals reached in the period between January and August 2017 over 900 million which is an increase of 50 million (7%) to the year before. (OECD & OCDE, 2018).

The strongest sectors in terms of internal tourism consumption are passengers transport (24%), accommodation (19%) followed by food and beverage (16%) the three segments are accountable for more than half of the total consumption.

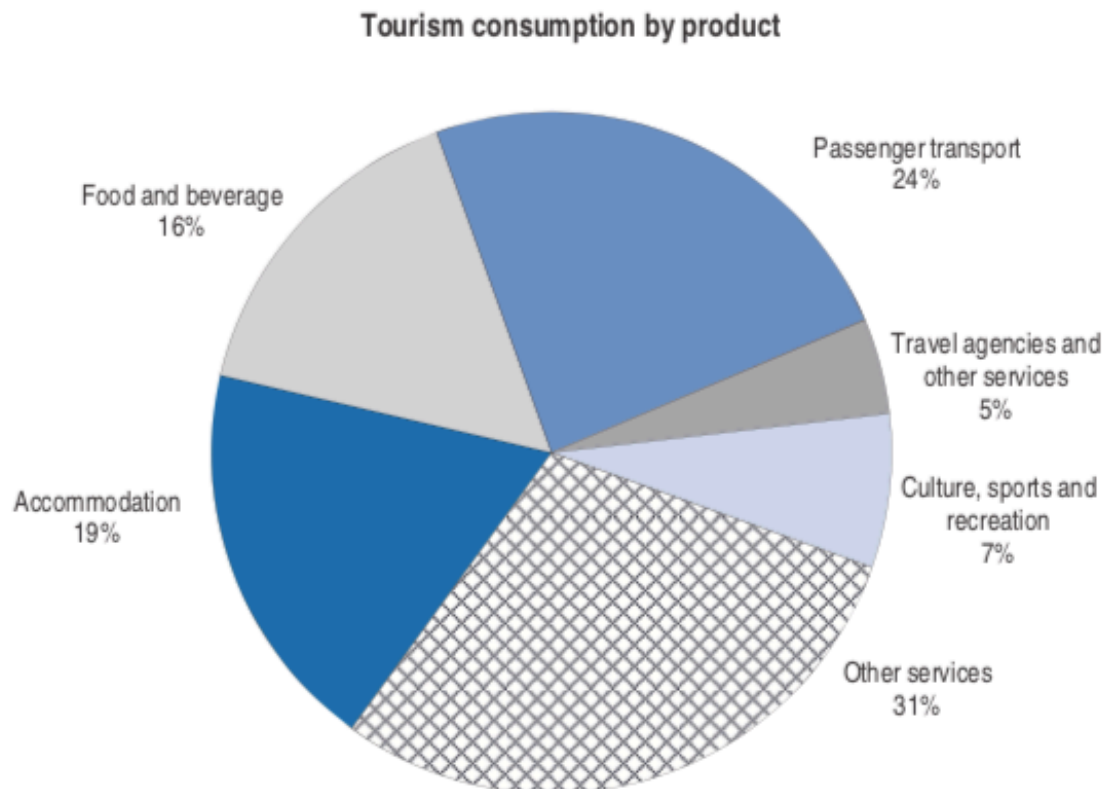


Figure 14. Tourism consumption by product (OECD & OCDE, 2018)

Tourism is usually linked very closely to economic conditions and since the downturn in 2009 caused by the global economic crisis, tourism globally has seen a moderate increasing yearly growth rate. International arrivals forecast an increase of 3.3% in average each year until 2030.

Similar to other sectors also tourism will continue to be impacted in the future by certain economic, social, environmental, technological and political changes. Which will bring new challenges and threats but also open new opportunities for the market. There are four megatrends, which will likely have a big impact on the future of tourism to 2040. First an evolving visitor demand which is caused by global trends like an aging population and a growing middle class. Second sustainable tourism growth that is linked to the climate change and access to resources like food, water and energy. The third megatrend is enabling technologies. This is linked to the SE and new technological innovations in the sector, which reshape the way in which people travel. The last megatrend which will has a big impact on tourism is the travel mobility. A good transportation infrastructure is essential for a growing tourism sector and is significantly impacted by the degree of governmental support in an international transport system. The impact of these megatrends in combination with the infrastructure and skills needed to satisfy the predicted growing demand in the tourism sector will be a challenge. In order to overcome these barriers an integrated approach across all departments and levels of government is needed which should also include the industry and research centres. The goal is to achieve a sustainable and inclusive tourism growth through long-term strategies and policies(OECD & OCDE, 2018).

2.3.2 SE in the Tourism Sector

The previous chapter already mention enabling technologies as one of the big megatrends for the tourism sector. The Internet had a big influence on the traveller's behaviour and changed the landscape of the travel distribution. The whole planning of a trip and the access to information about the quality of the offered services affects the traveller's behaviour. The social media presents acts nowadays as a platform to share personal travel experiences and is also used a source of information for other travellers (e.g. travel groups). Another cause for a change in the traditional travel industry was caused by the emergence of low-cost carriers as a result of the liberation of air transport regulations. Low-cost airlines often introduce new routes and use secondary airports this causes a change in the traveller's consideration set of destinations (Tussyadiah & Pesonen, 2016). A study from Mason and Alamdari (Mason & Alamdari, 2007) showed, that through lower transportation cost and an increasing number of destination options travellers tend to take multiple short vacations this behaviour causes a progressive decline in the overall length of stay in their tourism destinations. The reduction of accommodations costs through platforms like Airbnb could have similar impacts on the traveller's behavior by lowering the overall costs of a trip. This could lead to an increase in the duration of the travel and also motivate people to travel more. Studies also show that P2P rental platforms like Airbnb give the traveller a greater consumer choice by expanding the options to neighborhoods that before not accessible and exposed to tourism. As we can see in figure 12 below which depicts a heat map of the properties listed on Airbnb in London (European Commission, 2018).

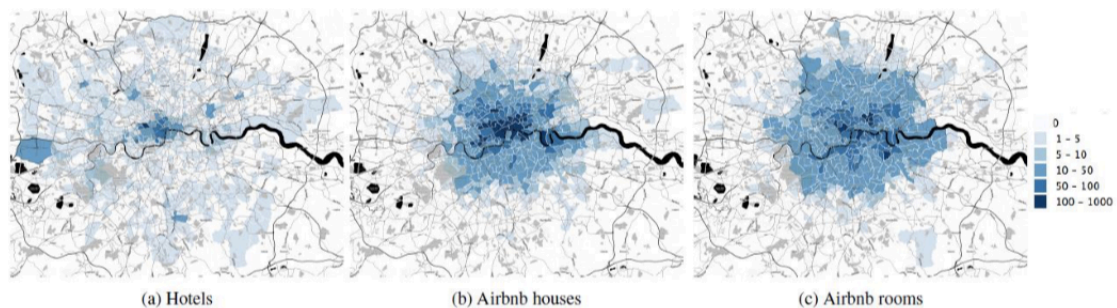


Figure 15. Heat map of properties listened on Airbnb in London (European Commission, 2018)

This changes in the traveller's behaviour open up new opportunities for start-ups and entrepreneurs in this sector.

The traditional tourism service industry was always dominated by businesses such as hotels, taxis, travel agencies and tour providers. But more and more individuals are using platforms like Airbnb, HomeAway or Blablacar to share their houses or cars with tourists. Therefore SE has a growing impact on the tourism and hospitality sector. SE "...is not limited to tourism and can be found in many areas of social and economic

activity, although tourism has been one of the most impacted” (Juul, Maria, 2017). The big impact is mainly caused by some of the most successful SE business like Uber and Airbnb are located in the sectors of Accommodation and Transportation, which are the main parts of the travel industry. According to PitchBook, Uber was by the end of 2017 valued at \$ 68 billion and Airbnb at \$ 37 billion. This makes them the two most valuable US start-ups at the moment (Walters, 2017). Uber is present in around 230 cities covers 60 countries while Airbnb spread even further by covering 34 000 cities in 190 countries. Also BlaBlaCar has expanded far beyond the border of France and created an community of 10 million members in 13 countries (Juul, Maria, 2017).

2.3.2.1 Main sectors of SE in Tourism

This chapter aims to understand which sectors in tourism are most influenced by the SE.

Olson & Kemp(Olson & Kemp, 2015) break in their research paper “Sharing Economy: An In-Depth Look At Its Evolution & Trajectory Across Industries” the SE down in several main sub-sectors and analyse them in detail.

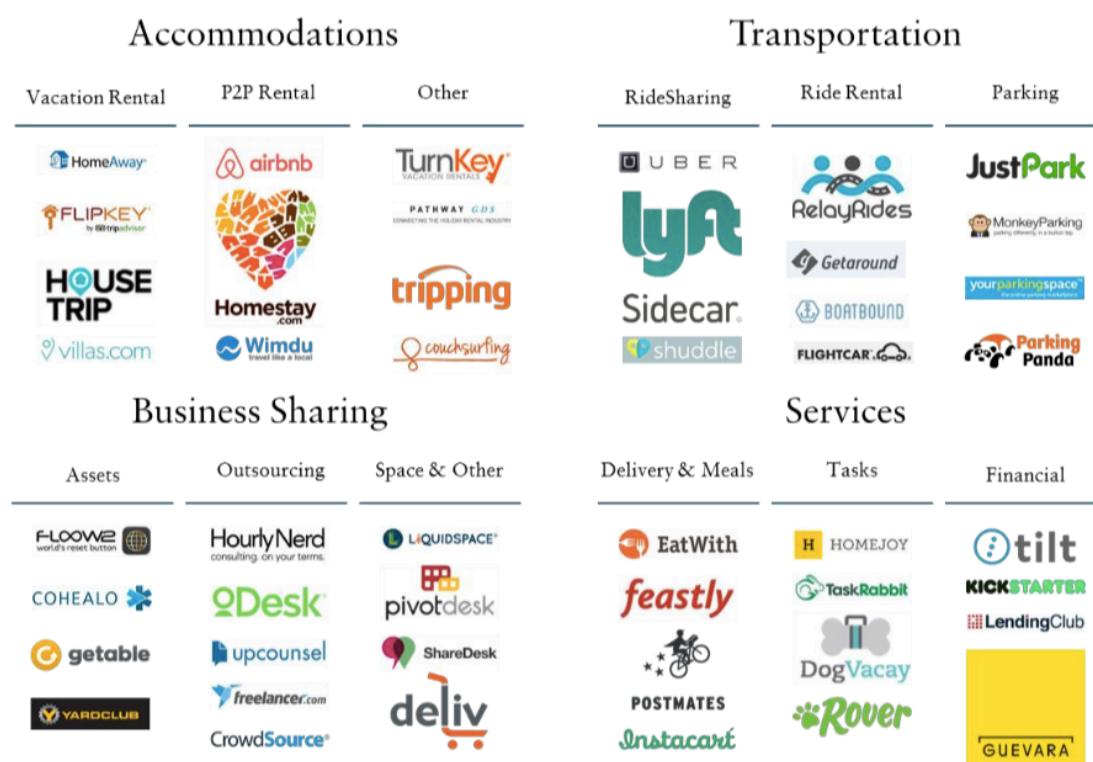


Figure 16. SE subsectors (Olson & Kemp, 2015)

As we can see in Figure 16 the main categories according to their research are Accommodations, Transportation, Business Sharing and Services. Each main category is divided in three subcategories. Olson & Kemp (2015) introduce the key players in

each subcategory from Kickstarter in the Financial Services Category to HomeAway in Vacation Rentals. The model focus in particular on the current two main industries of the SE, which are Accommodations and Transportation. Their market study predicts that by 2025, 10% of accommodation bookings are carried out through P2P platforms this is a market value of \$107 billion (Olson & Kemp, 2015).

Olson & Kems segmentation model depicts all industry sector involved in the SE while the following categorization model (Figure 17) of Euromonitor International (Euromonitor International, 2014), just focuses on the Travel sector. Nevertheless both segmentation models mention Accommodations and Transportations as their main categories.



Figure 17. Categorization of SE in Travel Industry(Euromonitor International, 2014)

The third category identified by Euromonitor International (2014) is In-destination activities. This category is more focused on delivering unique experiences to their customers by offering services from local people to tourists like food or city tours. This category is very similar to the service category in the Olson & Kemp (2015) segmentation model.

Accommodation: The accommodation sector is one of the most profitable sectors of the SE. The main initiators for the rise of the SE in this sector are companies like Airbnb and Homeaway.

Table 9 Major SE companies in accommodation sector(Juul, Maria, 2017)

Platform	Number of users	Value	Scope
<i>Accommodation</i>			
Airbnb (short-term accommodation rental and travel experiences platform, founded in 2008)	More than 2.5 million listings, 100 million guests since its founding as of January 2017	US\$30 billion (in August 2016)	In more than 191 countries (in January 2017)
Homeaway (vacation rental platform, founded in 2005)	Over 1.2 million listings (in January 2017)	US\$3.9 billion (in November 2015)	In 190 countries (in January 2017)

They have a wide span globally and satisfy the consumers' demands for a cheaper alternative to expensive hotel rooms. The intuitive booking process via mobile applications or online websites is often more convenient for more people than out-dated websites of hotels. Holiday homes and private rentals are already around since decades but experienced a strong boost after the economic crisis in 2008. Since then private rentals have a higher growth rate than hotels year by year although they also experienced a decrease in sales in 2009 it was less dramatic compared to hotels. Due to the big expansion globally especially to the Asian market the growth rate of private rentals in 2014 is more than twice the size compared to hotels(Euromonitor International, 2014; GEERTS, 2015).

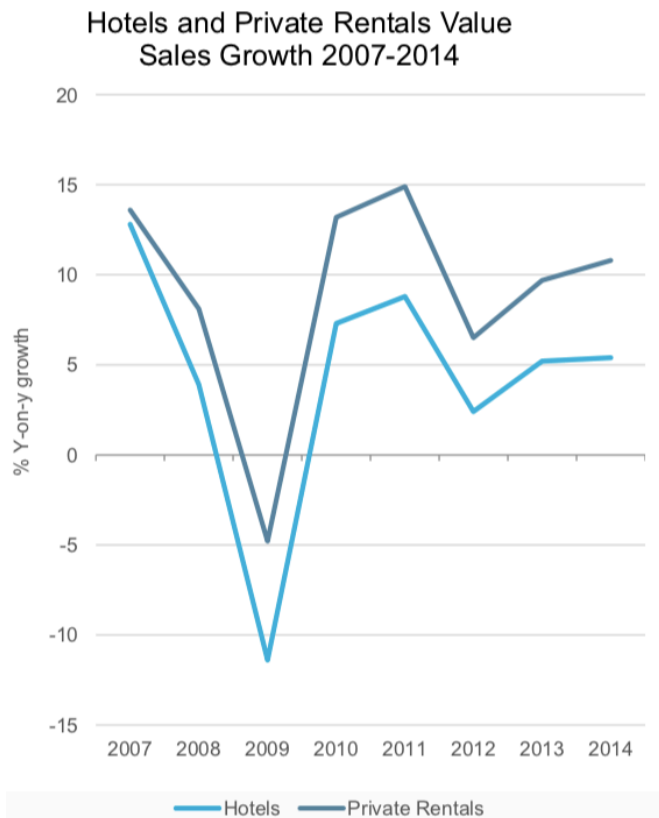


Figure 18. Hotels vs. private rentals value sales growth(GEERTS, 2015)

Although private rentals growing in sales at a much higher pace compared to hotels the total amount of sales still remains small compared to hotels.

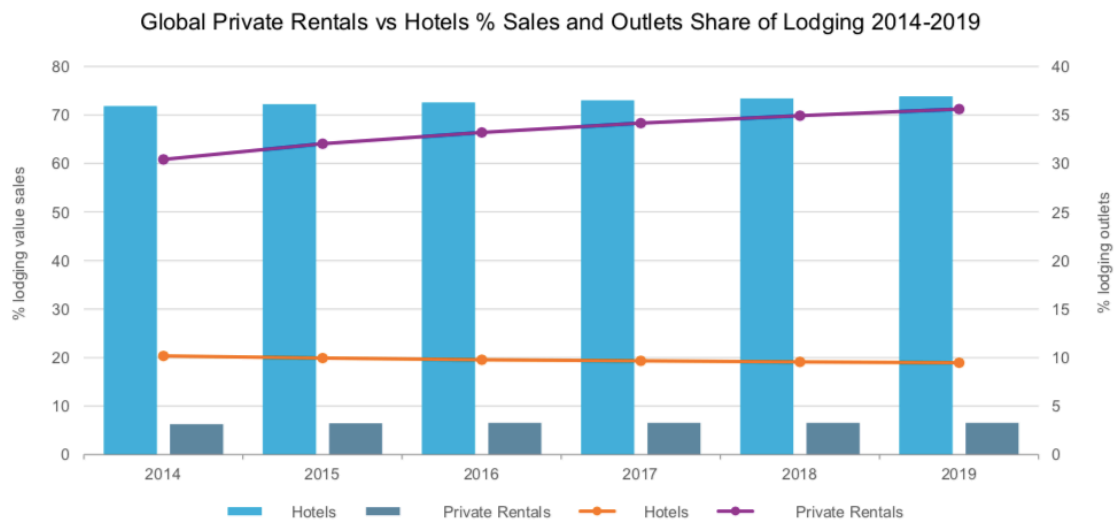


Figure 19. Global Private Rentals vs Hotels % Sales(Euromonitor International, 2014)

Nevertheless the distribution of private rental is far more extensive compared to hotels. There are almost as many outlets as rooms due to the nature of private rentals. This means they can offer their customers rooms in remote location, which are not covered yet by hotels. This is a huge advantage of private rentals and also an positive aspect for more remote areas to experience more tourism opportunities. The growing

presence of the SE in the accommodation sector is undeniable, therefore some of the biggest hotel chains try to take advantage of it instead of fighting against it.

Hyatt Hotels invested in Onefinestay during funding round in 2014. Onefinestay is a renting-platform for luxury homes, which is present in Paris, London, Los Angeles and New York. Also Wyndham Worldwide invested US\$12 million in a house swapping platform called LoveHomeSwap. InterContinental uses a different path and partnered up with the Norwegian Start-up Stay.com to which provides interactive city guides for their hotel guests. Also Starwood Hotels & Resorts has launch a partnership with Uber in 2015 to reward Uber rides with “Starpoints” that can be used to get free nights in one of their hotels(Juul, Maria, 2017).

Transportation:

The most successful SE companies in the transportation sector are Uber and BlaBlaCar. Uber provides more a modern and less expensive alternative to a regular cab ride, while BlaBlaCar is a true P2P ridesharing platform(Juul, Maria, 2017).

Table 10. Major SE companies in Transport Sector(Juul, Maria, 2017)

Platform	Number of users	Value	Scope
<i>Transport</i>			
Uber (short-distance ride-sharing platform, founded in 2009)	40 million monthly active riders (in October 2016)	US\$68 billion (in August 2016)	In more than 70 countries (in September 2016)
BlaBlaCar (long distance ride-sharing platform, founded in 2006)	35 million users, 12 million travellers per quarter (in January 2017)	US\$1.6 billion (in September 2015)	In 22 countries (in January 2017)

Likewise the accommodation sector the big technological improves of the mobile and internet services allowed those companies to become such big players in this market segment. A research carried out by the Transportation Sustainability Research Center at the University of California reports a big trend worldwide towards car sharing services(Juul, Maria, 2017).

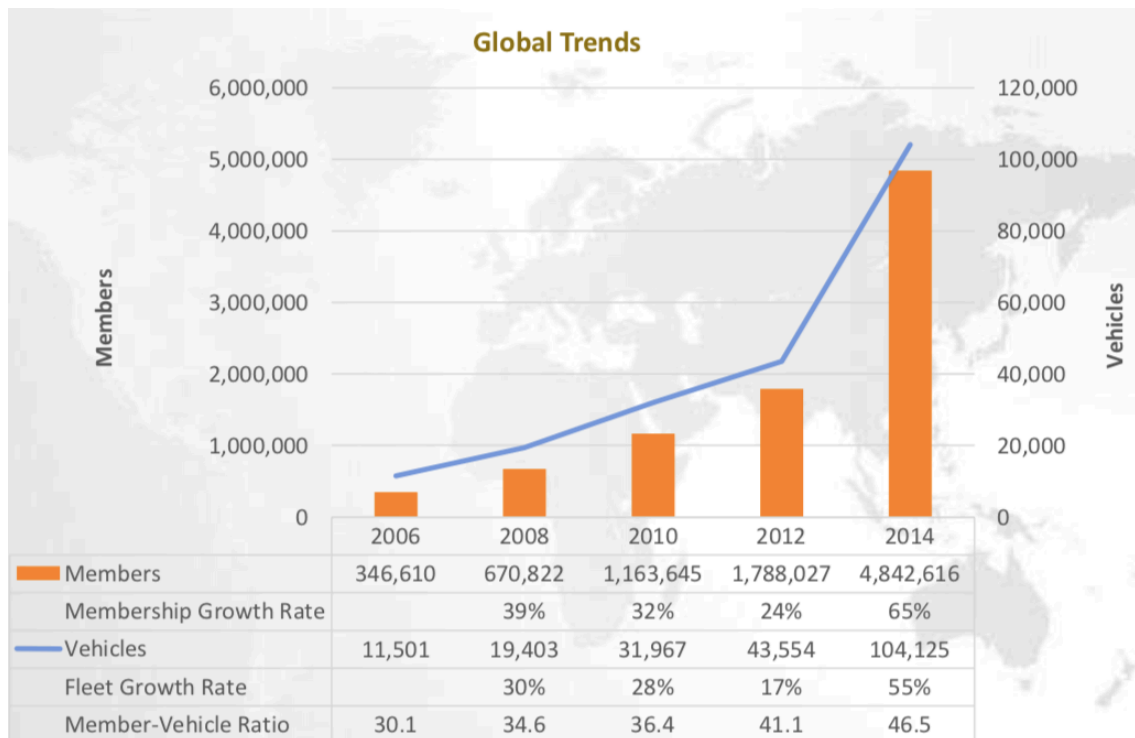


Figure 20. Global Trends of Car Sharing members and vehicles 2014 (Shaheen & Cohen, 2016)

“As of October 2014, carsharing was operating in 33 countries, five continents, and an estimated 1,531 cities with approximately 4.8 million members sharing over 104,000 vehicles. Europe, the largest carsharing region measured by membership, accounts for 46% of worldwide membership and 56% of global fleets deployed. The world’s second largest carsharing market, North America, accounts for 34% of worldwide members and 23% of vehicle fleets.” (Shaheen & Cohen, 2016, p. 1).

Besides Uber and independent Carsharing platforms like BlaBlaCar also car manufactures get involved in the SE. Especially the German and French market is very competitive and many car manufactures try to dominate their home market with their own models and partners. The Figure 21 below shows some examples.

Manufacturer	Company	Service	Key Facts
Daimler	Car2Go	One-way point-to-point rentals	Smart cars, electric or petrol, 700,000 customers in 8 countries; unsuccessful in UK - operations suspended 2014
BMW/Mini	DriveNow	Joint car sharing venture between Sixt and BMW	2,350 vehicles, 215,000 customers, operating in 5 German cities and San Francisco
VW	Quicar	Car sharing in Hannover	200 vehicles for round trip services at 50 locations throughout Hannover. VW also purchased 60% stake in Netherlands-based Greenwheels car sharing company in 2013
Peugeot/Citroen	Share Your Fleet	Corporate car sharing, collaboration with Sixt	Dedicated fleet for shared use among company employees
Toyota	Ha:mo	Car sharing with electric vehicles	Trials continuing in Japan and France for launch of electric 3-wheeled vehicle, iRoad

Figure 21. Car Manufactures and the SE(Euromonitor International, 2014)

Next to the two main sectors accommodation and transportation the SE is also active other smaller categories connected to tourism. They can be summarized under In-destination activities.

In-destinations Activities: This segment of the travel and tourism industry is revolving mostly around experiences. Being invited by strangers to their home in foreign country to take a cooking class or eat dinner with them is a very different experience than eating at buffet in your hotel. Platforms like VizEat or EatWith are already present in many travel destinations and allow its users to experience regional cuisines first-hand from local people. Next to the food it is of course also the interaction with the local people, which makes it a unique experience (Euromonitor International, 2014; Juul, Maria, 2017).

Table 11. Major SE companies in In-destination Activities (Juul, Maria, 2017)

Platform	Number of users	Value	Scope
<i>Dining</i>			
VizEat (platform for cooking classes, food tours and dinners, founded in 2013)	More than 120 000 members (in January 2017)	€3.8 million (in September 2016)	In 110 countries (in January 2017)
EatWith (shared dining platform, founded in 2012)	650 hosts, 80 000 seats filled since its founding as of January 2017	Valuation figure unavailable (received US\$8 million in recent funding rounds)	In 50 countries (in January 2017)
<i>Travel experiences</i>			
Vayable (personal tours and travel experiences platform, founded in 2011)	Does not disclose total number of users	Valuation figure unavailable (received US\$2.1 million in recent funding rounds)	International (does not disclose total number of countries where it is active)

ToursByLocals (private tours platform, founded in 2008)	1 905 guides (in January 2017)	Valuation figure unavailable	In 155 countries (in January 2017)
--	-----------------------------------	---------------------------------	---------------------------------------

Next to dining there is also an increasing offer on SE platforms, which provide tours and travel activities through local residents. Platforms such Vayable, ToursByLocals, Touristlink and Peek try to offer an unique experience to their customers and often claim to be present globally although covering just mainly very touristic areas. The sites and local guides rely very much on word-of-mouth recommendations, which come in form of reviews, and consumer feedback without a good feedback there will be no bookings for both parties. Offering their service globally has been a challenge for many platforms in the activity sector. The website and travel provider Kayak for ended its relationship in 2013 with the mobile tour and activity provider GetYourGuide based in Berlin. The problem for many partnerships between booking and local activitiy providers lies in the decision of the traveller to book an activity or tour not at the booking process of the holiday but rather later directly in the destination. Nevertheless a success story comes from the partnership between TripAdvisor an Viator in 2013. Viator offers globally a variation of activities users of the Tripadvisor City Guide app can directly connect and book those activities through the application(Euromonitor International, 2014; Juul, Maria, 2017).

The three main sectors of tourism (see Figure 22) will also be used later on in the thesis for creating the SE business model innovation tool .

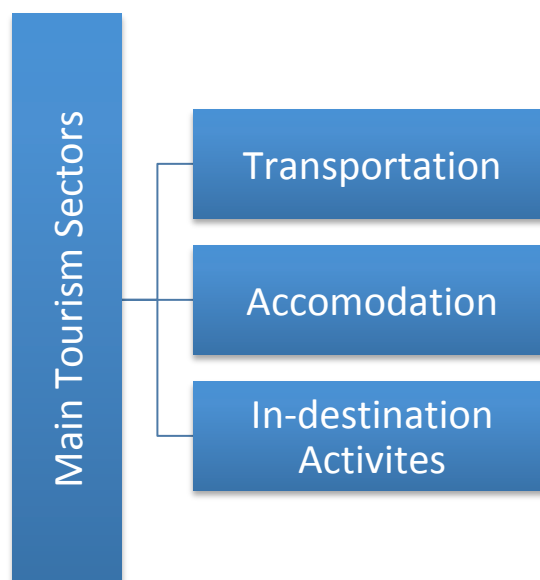


Figure 22. Building Blocks – Main Tourism Sectors

2.3.2.2 Impacts

The SE is bringing a big change to the tourism marketplace. It offers people new opportunities for transportation, accommodation and touristic activities. Often many platforms offer a higher quality for a more affordable price compared to the traditional alternatives. Many incumbent firms have to respond through special offers and an increase in quality to not lose a big amount of their market to those new platforms. To compete with BlaBlaCar the French railroad operator SNCF for example offers now low cost train tickets and a bus services.

Incumbent firms are being pushed to respond to this increased competition and adjust what they offer, either by lowering the prices or by improving the quality of their services. For example, in France the national railway operator SNCF has developed new products such as low cost train and bus services to compete with ridesharing services like BlaBlaCar.

Many supporter of the SE appreciate the higher flexibility and options those SE platforms offer and also the vast network they offer into rural areas for example during festivals where the local connections and accommodations' offers are very poor. The OECD claims that SE platforms increases the amount of tourists in areas which were less popular before. A study by the Observatoire Valaisain du Tourisme in 2016 was analyzing the impact Airbnb had on the tourism sector in Switzerland. They found out that Airbnb boosted the tourism in many Swiss cities by offering tourists affordable options to expensive hotels.

For Example in a New York 2014 report, more than 72 % of Airbnb rentals were violating some law (eg. Zoning law), prohibit people from running a business in a residential area. A fair solution for both parties can only be found through more research and facts supporting new laws and regulations for the tourism sector (Juul, Maria, 2017).

3 Development of the SE Business Model Innovation Tool

After conducting a literature review in the previous chapter around the SE and the tourism sector the paper will now use the findings to create a SE business model innovation tool for the tourism sector.

3.1 Findings of Literature Review

The detailed analysis of the SE and the further investigation of the different frameworks regarding the Categorization & Classification of SE, Business Models Creation and the tourism sector showed the following:

- SE is a growing sector in many global industry sectors
- A not existing official definition of SE makes the categorization & classification of the SE highly controversial, although many research and experts on the field share a similar approach
- The existing frameworks and tools for business model creation and innovation are rare
- No framework or tool for business model creation or innovation for the tourism sector exists

In the literature review we identified a number of keywords from the definition, drivers and enablers of the SE until the different tourism sectors. Those keywords will build the basis to create the SE business model innovation tool in the next part of this chapter. Figure 23 below shows all the chosen keywords from the literature review.

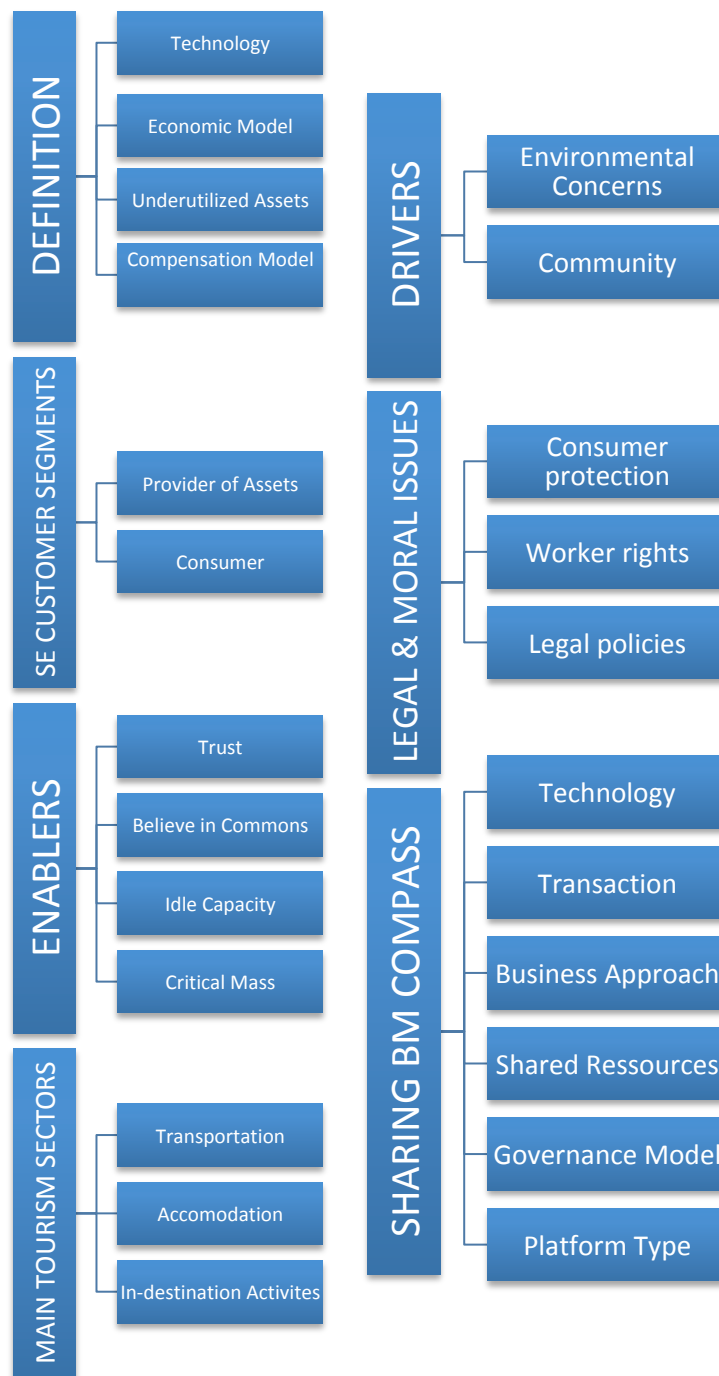


Figure 23. Building blocks from literature review

To remember the meaning behind the chosen building blocks Table 12 provides an overview of definitions used in the previous chapters.

Table 12. Keywords with Definitions

Keywords	Definition
Enablers	
Critical Mass	<i>The growing networks worldwide allow a better matching of users, customers, consumers and producers for negligible transaction costs.</i>
Believe in Commons	<i>A value shift in society concerning the importance of property, effective management of resources and aims in life.</i>
Idle Capacity	<i>Underutilized assets are considered increasingly inefficient and wasteful.</i>
SE Customer Segments	
Provider of Assets	<i>User who offers underutilized human (services) or physical assets.</i>
Consumer	<i>User who receives underutilized human (services) or physical assets.</i>
Business Approach	
Mission-Driven	<i>Main goal is to have a positive social or environmental impact.</i>
Profit	<i>Main goal is to make profit.</i>
Hybrid	<i>Hybrid business models still want to make profit but also want to create positive social and/or environmental impact.</i>
Governance Model	
Cooperative	<i>Employees actually own and operate the business together</i>
Collaborative	<i>The users and stakeholders use a platform as to realize projects as a community.</i>
Corporate	<i>Traditional model where a board of directors carry out actions on behalf of and for the benefit of the company's stakeholders.</i>
Transaction Model	
Market	<i>Offer services and goods in exchange for money.</i>
Free	<i>Offer services often free and generate revenue through advertisements or sponsorships etc.</i>
Alternative	<i>Use alternative ways of payment instead of real currency (swapping, trading etc.)</i>

After clarifying the meaning behind the chosen building blocks we are organize them according to their relationships.

3.2 Conceptual Development of “SEBMI Tool”

3.2.1 Mind-Map SE Keywords

The author will use a mind map to organize and structure the 24 building blocks (see Figure 24). A mind map is a very easy and effective way for the user to build an intuitive diagram, which illustrates the connections between the different topics.

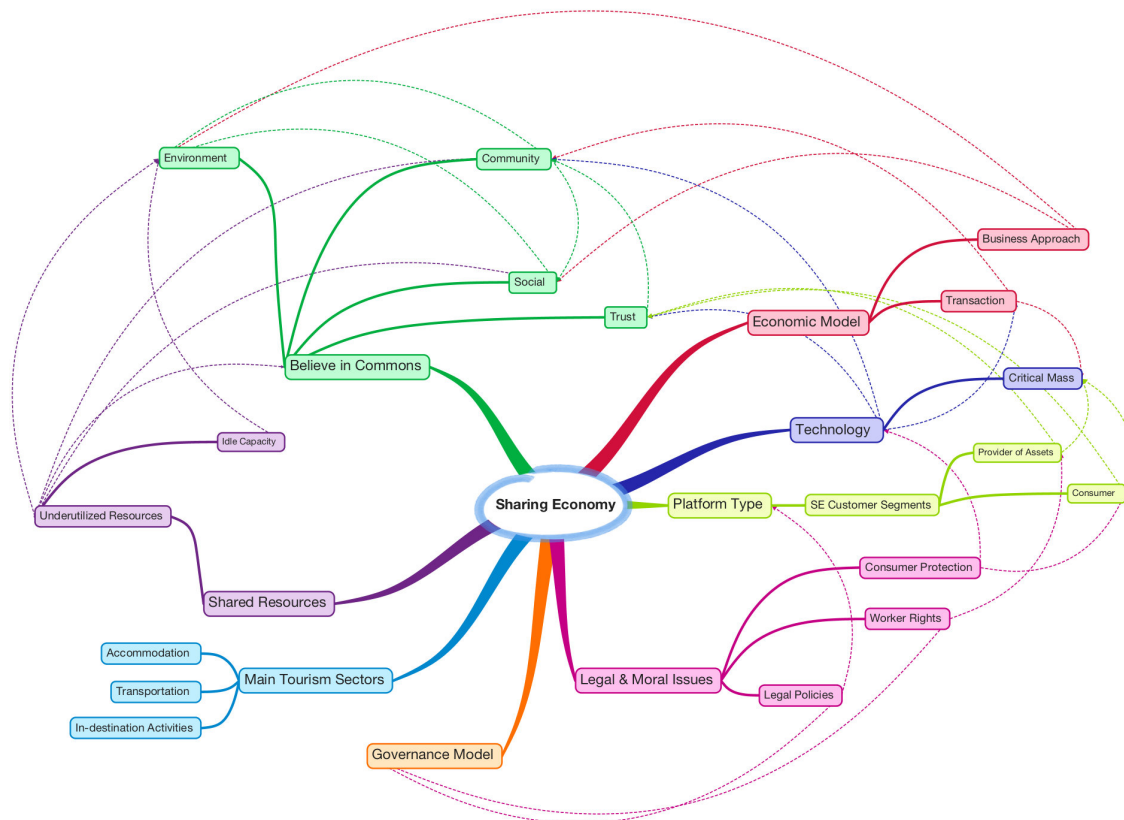


Figure 24. Keywords SE Mind-map(Appendix B, Figure B. 1)

The mind map sorts the building blocks into 8 main roots, which are further divided into several subcategories, explained below:

Economic Model: Business Approach, Transaction

Technology: Critical Mass

Platform Type: SE Customer Segments -> Provider of Assets, Consumer

Governance Model: -

Main Tourism Sectors: Accommodation, Transportation, In-destination Activities

Shared Resources: Underutilized Assets -> Idle Capacity

Legal & Moral Issues: Worker Rights, Legal Policies, Consumer Protection

Believe in Commons: Environment, Community, Social, Trust

Most of the building blocks show relationships between each other those connections are marked in the mind-map with dotted lines. We can see that most of the building blocks show two or more connections with other building blocks. Solely the “Main Tourism Sectors” show no direct connection to the other building blocks just pointing out the SE business’s sector of activity. It became clear after organizing the different building blocks that the social values and perspective of the SE is missing. In the literature it was mainly used in context with business approach, believe in common values, social connection and community (Acquier et al., 2017; Cohen, 2016; Gansky, 2010; Selloni, 2017). Therefore it was added in the mind map as an additional building block in “Believe in Commons”.

After all the building blocks are now organized in a mind-map it is time to create a tool for SE Business Model Innovation.

3.2.2 Introducing the conceptual “SE Business Model Innovation Canvas”

In literature review we already introduced certain types of tools, which help to create or define a business model.

We identified the “Business Model Canvas” (BMC) of Osterwalder and Pigneur (Osterwalder et al., 2010) for general business model creation and the “Sharing Business Model Compass” from Muñoz and Cohen (Muñoz & Cohen, 2017) focused on business model definition in the SE.

The SEBMI tool will combine some parts of both tools and adding sections based on the mind map created in the previous chapter. It will be divided in different chapters and designed as a series of canvas templates.

The “Sharing Economy Business Model Innovation” (SEBMI) canvas is designed for two segments of users.

First, **Entrepreneurs** with the goal to build a SE business focused on tourism. Second, already existing **Start-ups and SMEs** trying to change or innovate their business model towards or inside the SE also with a focus on the tourism sectors.

3.2.2.1 Head and Guideline

The canvas starts with the title and the head. The following guideline explains how to use the SEBMI canvas probably. This guideline gives a short overview over all the chapters and explains what they are about and how to fill them out.

SEBMI Canvas for Tourism

(SEBMI - Sharing Economy Business Model Innovation)

Company Name:	Designed by:	Date:	Iteration:
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Guideline:





I. Business Type Definition

Choose and describe the actual and desired situation of your business for the following categories:

- Sector of Activity - Transaction Model - Technology
- Shared Resources - Business Approach
- Platform Model - Governance Model

Social & Environmental Values:

TrustCommunityEnvironmentSocial Motives



The symbols in the respond options illustrate the relationship to certain Social & Environmental Values .

II. Value Proposition

Explain the general value proposition of your business.

Additionally What explicit value does your business provide to your "Provider of Assets" and your "Consumers".

III. Implementation

Fill out the worksheets regarding your business strategy towards:

- Customer Engagement
- Legal & Moral Issues
- Social & Environmental Values

Figure 25. Head & Guideline SEBMI canvas

After a small introduction to the canvas in continues with the business type definition section.

3.2.2.2 Business Type Definition

The first part of the canvas will be the business type definition phase it is mainly based on the structure of the "Sharing Business Model Compass" including all its building blocks as well as the main tourism sectors.

The Categorization of the business model is designed for two different Approaches according to the two different user types:

- a) **Entrepreneurs** who want to built a new Sharing Economy (SE) business in the tourism sector. Only mark and fill out for "Desired Situation".
- b) **Start-ups** or **SMEs** in the tourism sector, which want to change their business model in the SE or adapting to it, fill out both the „Actual Situation“ as well as the „Desired Situation“.

It will help Start-ups and SMEs to change and innovate their business models by asking for their actual "and" desired situation in the different categories while it helps to guide entrepreneurs to form their first business model.

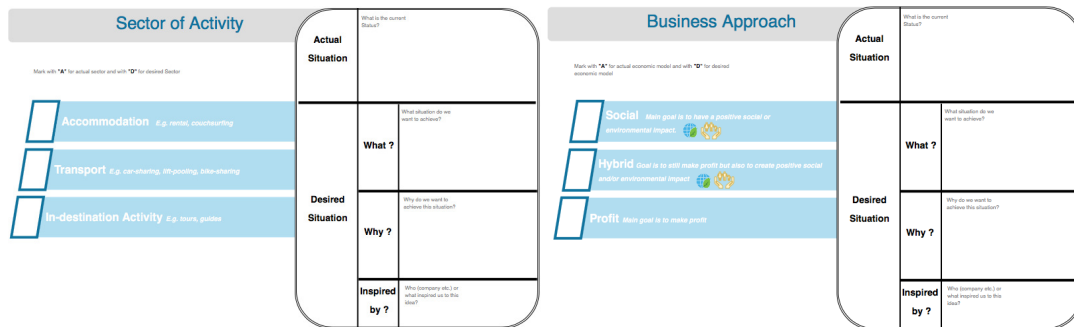


Figure 26. Section of Business Type Definition Canvas

Additionally small icons in the respond options illustrate their positive impact on social and environmental values.

3.2.2.3 Value Proposition

The next part of the SEBMI canvas the value proposition is a very central part of the BMC and core to any business.

According to Osterwalder and Pigneur (2010) *“A Value Proposition creates value for a Customer Segment through a distinct mix of elements catering to that segment’s needs. Values may be quantitative (e.g. price, speed of service) or qualitative (e.g. design, customer experience)”* (Osterwalder et al., 2010, p.23).

In case of the SE, the customer segments can vary depending on their choice of platform type and customer segments. For businesses using a one-sided market approach one value proposition fulfil the needs. While a business operating in a two-sided market a value proposition for both customer segments is necessary.

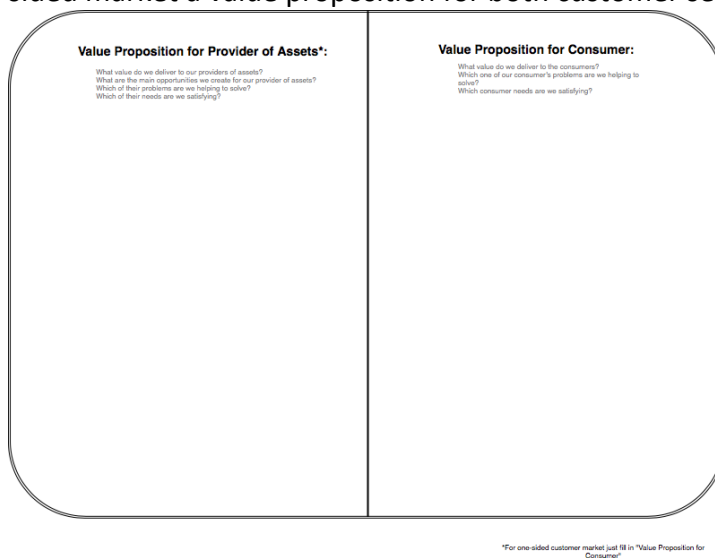


Figure 27. Value Proposition Canvas

P2P businesses and platforms need a separate value proposition for their “Provider of Assets” as for their “Consumers”.

3.2.2.4 Implementation

The implementation part consists of three separate sections **Customer Engagement**, **Legal & Moral Issues** and **Social & Environmental Values**.

a) Customer Engagement

Nowadays it is getting always harder for companies to win and keep customers. Therefore companies are focused on fostering customer engagement by *“creating deep connections with customers that drive purchase decisions, interaction, and participation over time”*(Forrester Consulting, 2008, p.3). Customer engagement brings many benefits that serve both businesses and consumers it improves sales and loyalty provides a better customer insight and exposes valuable leads(Forrester Consulting, 2008).

Especially for platforms it is essential to have a concrete strategy to create a large and loyal user crowd and grow faster than the competition. The Customer Engagement section can be used for a businesses operating in a two-sided market (Consumer and Provider of Assets) or one-sided market (Consumer). It is divided in Engagement Strategy and Traction Matrix. While the Engagement Strategy shows how a company can grow a wider and more loyal user crowd the Traction Matrix shows the actual users growth and interactions as well as the desired one.

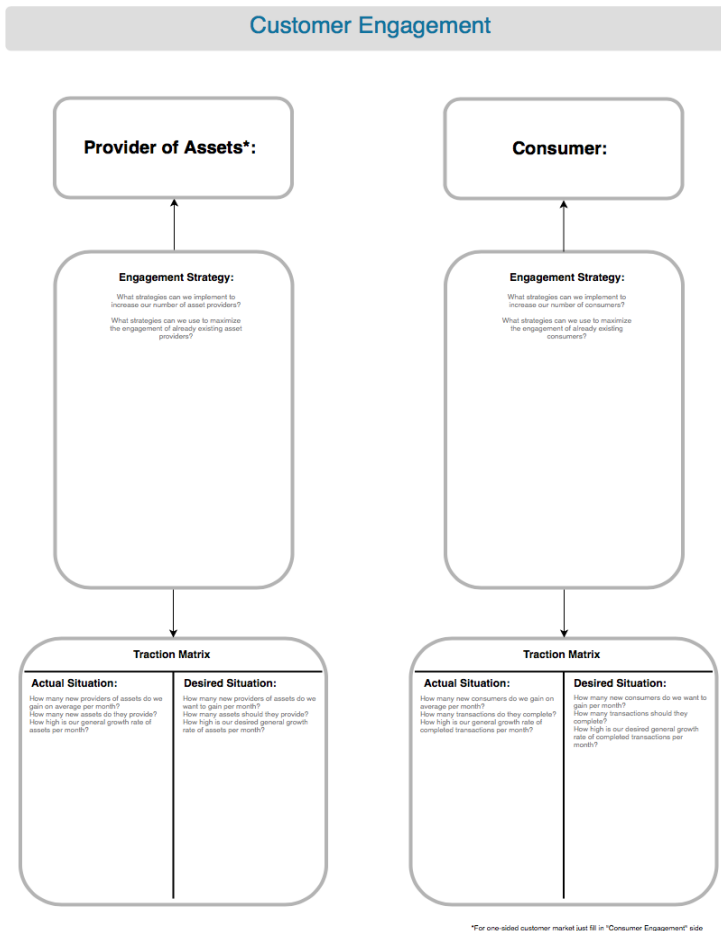


Figure 28. Customer Engagement Canvas

For entrepreneurs who want to start a business just have to fill in for the desired situation meaning what are their goals, while already existing Start-ups and SMEs fill in for the actual and desired situation.

b) Legal & Moral Issues

This section is basically also divided in to three topics Legal Policies, Worker Rights and Consumer Protection. All those three topics have been already discussed in the literature review and are very essential to businesses operating in the SE environment.

Legal & Moral Issues

<p>Legal Policies:</p> <p><small>What future legal regulations could become a problem for the business model? How can this be avoided?</small></p>	<p>Consumer Protection:</p> <p><small>What methods are in place to guarantee consumer protection?</small></p>
<p>Worker Rights:</p> <p><small>Which policies are in place to ensure fair rights for the service providers?</small></p>	

Figure 29. Legal & Moral Issues Canvas

This section helps the users of the canvas to think about those issues and invent strategies to overcome or even profit of them.

c) Social & Environmental Values

The last section is focusing on values regarding **Community, Environment, Social Motives** and **Trust**. In the mind-map those values are summarized under “Believe in Commons” are representing the value shift in society which enabled the growth of the SE.

Social & Environmental Values



Figure 30. Social & Environmental Values Canvas

This section challenges the user to think about those values. How much are they embedded in their business model? How can their influence be increased? In the next chapter the conceptual SEBMI Canvas will be validated.

3.3 Conceptual Validation of SEBMI Canvas

After presenting the conceptual SEBMI Canvas it will be tested through case studies. The goal of this chapter is to gather feedback from different user types, which used the tool to improve and innovate their SE business model. According to the findings gathered from their feedback the canvas will be upgraded to the final version.

3.3.1 Different User Types

The SEBMI canvas was created for two different segments of users already mentioned in chapter 3.2.2.

The first user types are **Entrepreneurs** who want to build a new SE business with a focus on tourism. The second segment of users are **Start-ups and SMEs** which want to

change or innovate their business model towards or inside the SE also with a focus on tourism.

The SEBMI canvas was designed that both types of users could use the same tool for their purposes.

The SEBMI canvas will be helpful for **Entrepreneurs** to define their business model according to the dimensions of the SE. It will furthermore encourage them to think about obstacles like legal issues or opportunities like social & environmental values, which are closely linked to the SE.

In the case of **Start-ups and SMEs** the SEBMI canvas gives the opportunity to review their actual business model in the dimensions of the SE. It will give them a direct comparison between their actual and their desired situation, which will help to set their goals and design a strategy towards it. Especially, legal & moral issues are important for many **Start-ups and SMEs**, they are essential to their business model this is way they have to be double checked by changing or innovating towards a new direction. Putting a stronger focus towards social & environmental values is an important step in the SE movement and many companies miss out on.

3.3.2 Validation Process

The first part of the validation process is concerns selecting the right users to test the SEBMI canvas. A list of 40 start-ups and SME's active in the SE or tourism sector had been collected, analysed and reduced to six suitable companies (Appendix C, Table C. 1).

In the second step all the selected companies were contacted and the idea of the SEBMI canvas was introduced. Two of six contacted start-ups showed high interest in the SEBMI canvas and were willing to test it and give feedback.

Furthermore 2 entrepreneurs who already had several businesses also in the SE have been selected to test the canvas as the second user type. A short introduction to the test candidates is provided in Appendix C.

The entrepreneurs and start-ups were contacted by phone and email about their opportunity to test the SEBMI canvas. All the details including the goals, history and validation process of the project was shared with the test candidates.

In the next step the test candidates were given the SEBMI canvas to use it for their different purposes. After the candidates completed the SEBMI canvas they were given a protocol for evaluation and feedback (see Appendix C, Figure C. 1) with several questions concerning the performance of the canvas as well as a comments section for further improvement ideas.

A summary of the test candidates feedback and comments is provided in the following chapter. According to inputs gathered from the feedback the SEBMI canvas will be updated and improved to meet best the expectations and wishes of the users.

All test candidates will receive a free updated version of the SEBMI canvas to use for future projects and business endeavours.

3.3.3 Feedback to SEBMI Canvas

After test candidates had the opportunity to use and experience the SEBMI canvas a feedback form was provided to gather their thoughts about the new tool. The feedback form was structured into the following sections:

- a) **First Impression**
- b) **Business Type Definition**
- c) **Value Proposition**
- d) **Customer Engagement**
- e) **Legal & Moral Issues**
- f) **Social & Environmental Issues**
- g) **General Impression**

The feedback of the test candidates is displayed in a table showing their personal comments regarding each sections as well as their overall rating/impression (see Appendix C, Table C. 2).

a) First Impression

The first section covers comments about the structure, visual design and the guideline of the SEBMI canvas.

Table 13. Feedback First Impression

First Impression	Overall Rating	Comments
Structure	Ok – Good	<p><i>"The tool is simple to use, yet powerful and robust."</i></p> <p><i>"Helps to realize what we are missing, this is, the difference between the desired situation and our actual situation"</i></p> <p><i>"The focus on both sides, the providers of the assets and the customers/users"</i></p>
		<p><i>"is too long"</i></p> <p><i>"I would like to see a more designed layout, the design should be improved"</i></p> <p><i>"I miss, on value proposition a strategy around mission and vision."</i></p>
Visual Design	Poor - Ok	<p><i>"Not applicable"</i></p> <p><i>"A wider visual, linking the 3 phases near the guidelines would be great to better understand all the canvas."</i></p> <p><i>"Visually it could be improved and made more usable and readable. Some fonts are too small, pages structure is over complicated. The PDF version is unusable (input fields are impossible to use)."</i></p> <p><i>"This is a need to have more icons and be more user-friendly."</i></p>
Guideline	Clear	<p><i>"Could be less schematic and more human."</i></p>

Table 13 shows that the overall rating regarding the structure of the SEBMI canvas is ok - good while the visual design was just rated poor – ok. Also the comments show that the test candidates were not satisfied with the layout, length, fonts size and user friendliness and ability of the PDF-format. The guideline is in general clear but other comments show that an additional manual would be helpful for a better understanding of the canvas.

b) Business Type Definition (BTD)

The next section asked the test candidates opinion about the usage & handling, provided categories & respond options and provided social & environmental Icons in the BTD section (see Table 14). The overall impression of the usage and the terms used in the categories & respond options were clear. Suggestions were made to use bigger fonts for the instructions and explain some of them better. Another suggestion came from one of the entrepreneurs to add “Stakeholder/Relationship with relevant versus critical Stakeholders...” to the categories. The icons about social & environmental value seemed more or less trivial to the test candidates. They liked the idea behind it but didn’t paid attention to it when they filled out the canvas. Overall the candidates felt the BTD-section was helpful to define their business model. Especially the focus on the SE model and the comparison between actual vs. desired situation was very appreciated.

Table 14. Feedback Business Type Definition

Business Type Definition	Overall Impression	Comments
Usage & handling	Clear	<i>“Instructions in a bigger font. Make it clear that you can add D or A in more than one box.”</i>
Categories & respond options	Clear	<i>“Stakeholders / Relationship with relevant versus critical Stakeholders should be added.”</i>
Icons Social & Environmental Values	Trivial	<i>“They are useful; they help understand the meaning of the various options. At the beginning I didn't see the explanation of the icons at the beginning of the canvas, so I went to the last page and discovered the meaning.”</i> <i>“I don't think so. The startup has since the beginning the social and environmental values within its mission. But we can say that the icon helped us to reflect again about them.”</i>
Overall helpful	Yes	<i>“Yes it's very useful to focus what are the actual improvements coming from the new business model we're implementing.”</i> <i>“Yes. Especially because there is the parallel between the actual and the desired situation. Furthermore, it is interactive and more focused on the specificities of business that operate in a share economy model.”</i> <i>“It's useful to layout the old/actual vs. the desired model. It helps see where real improvements are.”</i>

c) Value Proposition

The usage and handling of the value proposition section was also clear to most of the test candidates just one participant didn’t understand the differentiation regarding the terms “provider of assets” and “consumer”. This could be better explained in an additional manual provided to the canvas. All the test candidates agreed that the value proposition was helpful to them to define their values and goals. It was mentioned that the separation of the value proposition regarding the two-sided market was very helpful.

Table 15. Feedback Value Proposition

Value Proposition	Overall Impression	Comments
Usage & handling	Clear	<i>“It was not clear to me that “provide or assets” and “consumers” are the two side of the two-sided market, but maybe just my fault.”</i>
Overall helpful	Yes	<i>“Yes that's very useful, especially in a phase where the company is redesigning a new business model and pivoting a bit. It helps better define the new way to go.”</i> <i>“Yes. It is the perfect way that helped us to join both values created, the value for the provider of assets and the value for the final consumer (guest or visitor). Within this business model, there is always the difficulty of designing a value proposition that meets both users. Furthermore, to improve this I would change the layout. The design of the Value Proposition needs to clearly indicate that the General Value Proposition is a combination/assemble of both value created.”</i>

d) Customer Engagement

Again the usage and handling of this chapter was overall clear to test candidates. Solely a comment mentioned that the meaning behind the word “Traction” could not be clear to all users. A further explanation will therefore be added to the manual provided to the canvas. The participants all agreed that the customer engagement section was very helpful to them. A comment mention that it helped to think on a deeper level about this topic but also criticized the too small design of the question and that they are not separated. Some adjustments in the design will be made to solve those problems.

Table 16. Feedback Customer Engagement

Customer Engagement	Overall Impression	Comments
Usage & handling	Clear	<i>"It is clear but I would suggest to explain (written or with icons) what "Traction" means. It is clear for startups who were in an acceleration program, but I don't think it is a common expression for everyone."</i>
Overall helpful	Yes	<i>"Yes it forces to go to a deeper level. It could be more structured and the questions in the small font could be bigger and have a separate area for each answer."</i>

e) Legal & Moral Issues

The section about legal & moral issues was also overall clear in terms of usage & handling to the test candidates. A comment was made about the meaning behind the terms used in this section it could be also explained more in detail in a manual. All the participants agreed again that this chapter was very helpful to them and raise awareness about these issues, which might be otherwise forgotten and become a problem afterwards.

Table 17. Feedback Legal & Moral Issues

Legal & Moral Issues	Overall Impression	Comments
Usage & handling	Clear	<i>"It was not clear the separation between Worker rights (more for the providers) and customer protection (more for the consumers). I would keep the separation in two sides (left and right) and use the same definitions as before."</i>
Overall helpful	Yes	<i>"Yes. When we startup a business the legal aspects are top priority. It helped me to list what I have and/or need and the seek for professional help in this matter."</i> <i>"A bit too far for our project at the moment, but it's a good memo to keep these problems in mind."</i>

f) Social & Environmental Values

The last section of the canvas was also clear to all test candidates and no comments for improvement were made. Everyone agreed that this section about social & environmental values was very helpful to raise more attention to this matters. The sub-questions within each chapter of this section were very much appreciated but could be provided with more space to answer them.

Table 18. Feedback Social & Environmental Values

Social & Environmental Values	Overall Impression	Comments
Usage & handling	Clear	-
Overall helpful	Yes	<i>"Yes it's useful to approach the business from these perspectives. I would give more relevance to the small sub-questions and maybe leave some more space to answer to each one of these."</i> <i>"Yes. The questions under each variable were extremely helpful."</i>

g) General Impression

The last section of the feedback form will ask for the main issues the candidates had with the canvas and what they most liked about it. Furthermore the participants were asked if they found the SEBMI-canvas helpful and if they would recommend it to other entrepreneurs and start-ups.

The main issues regarding the canvas were the length, the lack of guidance and the design. All those issues were already mentioned in the section before and will be solved in the upgraded version of the canvas. The most liked parts of the canvas was the constant small questions provided in each sections as well as the overall concept and aspects of the SEBMI-canvas.

All participants agreed that the canvas was helpful to them and is a great tool to reflect on their business model. They further all agreed to recommend the SEBMI-canvas to other people who could profit from the different angles the canvas looks at SE business models.

Table 19. Feedback General Impression

General Impression	Comments
Main Issues	<i>"It is long"</i> <i>"Nothing to declare ..."</i> <i>"Could be more usable and readable."</i> <i>"Lack of guidance."</i>
Most liked	<i>"The examples/questions provided in each box"</i> <i>"The continuously questioning mode in all the phases and the incorporation of values on the business model innovation."</i> <i>"The concept itself and that it's a good chance to rethink the business."</i> <i>"The combination of aspects that it included."</i>
Was it helpful?	<i>"Yes"</i> <i>"Yes. Helps the reflection of what's important to focus and also to communicate it."</i> <i>"I hope so, will tell you in the next months."</i> <i>"Yes."</i>
Would you recommend it?	<i>"Yes"</i> <i>"Yes, it helps to have a better reflection on consumer rights, my business impact on the society and continuously look for ways to define my value for business, people and society, in general."</i> <i>"Yes of course, it's a good chance to review the business model, how to engage users and aspects related to sustainability (that some companies might not take into account)."</i> <i>"Yes"</i>

To sum up, the feedback was overall positive all the test candidates liked the SEBMI canvas and found it helpful for their cause and would recommend it. But there is still room for improvement. The main issues were regarding missing explanations and a lack of guidance. This problem will be solved with an updated guideline and an additional manual, which will be provided with the canvas and explains in detail the usage and terms used in the tool.

Another issues, which was repeatedly mention through the sections was the design of the canvas. Especially the small fonts were for some of the participant hard to read and should be made bigger in the next version. Furthermore the overall design should be improved with separate divided sections for the sub-questions and an overall more applicable version.

In the next chapter the final version of the SEBMI canvas will be presented including the findings and results of the validation process.

3.4 Final Model Development Stage of the SEBMI Canvas

After gathering and analysing all the feedback in the previous validation phase the SEBMI canvas will be now improved according to the findings.

3.4.1 Updated Guideline & Additional Manual

Problems regarding a lack of guidance, unclear terms and missing explanations were repeatedly mentioned in the comments. To overcome those issues the guideline was updated to give clearer overview of the different worksheets combined in the SEBMI canvas.

Guideline

I. Business Type Definition

User Type I: Entrepreneurs building SE business -
Mark and fill out for "Desired" Sector/Situation

User Type II: Start-ups or SMEs changing Business Model in SE or adapting to it -
Mark and fill out for "Actual" and "Desired" Sector/Situation

Mark with "A" for actual and "D" for desired respond option and describe for the following categories:

- Sector of Activity
- Transaction Model
- Technology
- Shared Resources
- Business Approach
- Platform Model
- Governance Model

Social & Environmental Values:

Trust Community Environment Social Motives

The symbols in the respond options illustrate the relationship to certain Social & Environmental Values .

II. Value Proposition

Provider of Assets- User who offers underutilized human (services) or physical assets.

Consumer- User who receives underutilized human (services) or physical assets.

What explicit value does your business provide to:

One-sided customer market - Consumers

Two-sided customer market - Provider of Assets & Consumers

III. Implementation

Fill out the worksheets regarding your business strategy towards:

- **Customer Engagement** (One-sided customer market - Consumers, Two-sided customer market - Provider of Assets & Consumers)
- **Legal & Moral Issues**
- **Social & Environmental Values**

Figure 31. Updated Guideline SEBMI canvas

Additionally a manual was created which provides a detailed guidance through the whole canvas and makes sure all explanation and terms used are clear to the user (Appendix D, Figure D. 1)

3.4.2 Improved Design

Another main issue for the test candidates was the visual design of the canvas. Some parts of the canvas were hard to read because of the small size of the font or the

colour combinations. Especially the too small font size used for the sub-questions and the too small space to answering them was an issue for some of the test candidates. It was also criticized that the sub-question had not been divided in small sections to answer each one of them separately. All those issues were taken into consideration for the upgraded design of the canvas. The new SEBMI canvas (Appendix D, Figure D. 2) has a now a bigger font size with clearer colour combinations to make it more readable. The sub-questions have been improved in content, more space for the answers and a bigger font size.

3.4.3 Improved Value Proposition

The value proposition was one of the most important parts of the SEBMI canvas but there was still room for improvement. Additional to the final value proposition for the “provider of assets” and “consumers” and value creation process was added for both customer segments.

II. Value Proposition

<p>Value creation process for Provider of Assets*:</p> <p>What defines our providers of assets? Who are they?</p> <p>What are the benefits we are offering to them?</p> <p>What values do we create for them?</p> <p>What separates us from our competitors? Why should they to work with us?</p>	<p>Value creation process for Consumer:</p> <p>What defines our target consumers? Who are they?</p> <p>What are the benefits we are offering to them?</p> <p>What values do we create for them?</p> <p>What separates us from our competitors? Why should they to choose us?</p>
<p>Value Proposition for Provider of Assets:</p>	<p>Value Proposition for Consumer:</p>

*For one-sided customer market just fill in "Value Proposition for Consumer"

Figure 32. Updated Value Proposition SEBMI canvas

This process allows the user step by step to discover what value they really deliver to their customers and helps to formulate the value proposition.

3.4.4 Other Aspects

Two comments mentioned that the size of the SEBMI canvas was too long for them. The canvas is a combination of several different worksheets, which cover important sections around SE and business model creation and improvement. By eliminating parts of the canvas the user would also sacrifice steps for potential improvement. A possibility of course is to split the canvas and use just the worksheets and sections the users need most for their cause nevertheless it is not the intent of the canvas.

4 Conclusion

This thesis has been dedicated to the sharing economy its business models and influence on the tourism sector. The research has shown that the literature around the Sharing economy is still very limited compared to its relevance in our daily society. There are many different definitions for the SE although a deeper analysis showed that most of them are based on the same core principles. Those core principles were used to create an own definition of the Sharing Economy.

A further look into recent approaches to structure and categorize the sharing and collaborative economy was necessary to understand the research that has already been done in this field. The investigation of the evolution of the SE and its enablers and key principles also delivered important findings regarding the foundation on which the SE is built on. The impact of the SE is growing rapidly and with it major uncertainties and challenges interrupting the traditional international economy in many sectors. The SE has a great impact on the tourism sector especially companies like Uber or Airbnb are changing the industry. Although it offers many new and positive aspects to our generation it also raises concerns regarding worker rights, consumer protection and fair legal policies.

The contributions of the research are both theoretical and practical and identified the gaps in research of the relations between sharing economy, business model and tourism, which have never been investigated in the same manner before. While the popular business model canvas (BMC) of Osterwalder and Pigneur (Osterwalder et al., 2010) is a very useful tool for business model creation it is missing major aspects, which are very important when it comes to the SE. The fragile legal policies on which the SE is based on, environmental and social values which originate from a shift of new common beliefs in society and a new attitude among the people towards trust and community.

The “Sharing Business Model Compass” from Muñoz and Cohen (Muñoz & Cohen, 2017) gives a great guideline to characterize a SE business but does not go further into business model innovation. A tool, which can be used not just to characterize but also to innovate and create business models in the SE, was needed.

The goal was to organize and combine all the important SE characteristics and business model innovation exercises into one tool, which can be used by two different segments of users. The main challenge was to keep the usability as simple as possible by covering all the different topics, user types and scenarios.

The result was the SEBMI canvas, which was tested by two start-ups and two entrepreneurs and validated, based on their feedback. The results were very positive, the holistic approach of the canvas, combining important exercises for business model innovation with the identified values and issues surrounding the SE was highly appreciated. Alongside with all the good comments for the canvas the main concerns were about the extensive size of the canvas as well as the usability and visual design. All those criteria were taken into consideration when creating the final model of the SEBMI canvas.

The result of this paper was very satisfying for the first time a tool was developed to innovate and create business models in the SE for different segments of users.

Limitations and Future Work

Although the usability was improved by solving some of the design issues some of the problems still remain. It was mentioned that the PDF format is unusable and limits the user-friendliness of the canvas. Also other comments mention the overcomplicated page structure and missing icons for a better user experience. All those comments go in the same direction and reveal the limitation of the SEBMI canvas as a PDF version. The canvas was designed as a printable version, which has limitation in size and usability and functionality, compared to a programmed version. The SEBMI canvas should therefore also be released as a digital version, which allows the user a better performance when using the SEBMI canvas on computers or mobile devices. Programs like “Wordpress” would be a simple way to design a first digital version of the SEBMI canvas. It would help to solve the issues regarding the design, length and usability of the canvas.

Furthermore a wider pool of test candidates could have been provided more representative feedback. The selection of suitable start-ups willing to take part in the validation process of the canvas was very challenging and time consuming. A future digital version of the canvas should be therefore tested again with a wider test audience to rate its performance. As described in the Introduction part this thesis was linked to the “Tourismshare” project, which is limited to the SE in the tourism sector. Nevertheless the designed SEBMI canvas can be easily modified and used for SE businesses in other industry sectors just by adjusting the first question of the BTD chapter, which describes the sector of activity.

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Appendix A

Literature Review

Table A. 1. Literature Review Frameworks

Reference	Keywords	Focus	Framework		
			Categorization & Classification of SE	Business Models Creation	Industry based
Acquier, Daudigeos & Pinkse, 2017	<i>Sharing economy Collaborative consumption Access-based consumption Platform capitalism</i>	The paper introduces a model for the SE resting on three foundational cores	X		
Botsman, 2013	<i>Sharing economy Collaborative consumption, Collaboration, Social innovation, Consumption society,</i>	Botsman breaks down terms like sharing economy and collaborative consumption	X		
Cohen, 2016	<i>Sharing Economy Market Sharing</i>	Introducing Sharing Business Model Compass, tool to demonstrate the key decisions entrepreneurs in the SE have to face regarding their Business Model.	X	X	
Frenken & Schor, 2017	<i>Sharing economy Platform Sustainability Reverse technology assessment Regulation</i>	The paper introduces a conceptual framework that allows to define the sharing economy's close cousins and also assesses the sharing economy platforms in terms of the economic, social and environmental impacts.	X		
Habibi, 2016	<i>Sharing economy Economic continuum Reciprocal business Collaborative consumption Peer-to-peer economy</i>	The paper introduces a Sharing exchange-continuum on the basis of sharing and exchange related characteristics outlined by Belk (2010).	X		
Kumar, Lahiri & Dogan, 2017	<i>Sharing economy Two-sided market Churn Customer development Firm performance Multigenerational marketing</i>	The study takes a balanced two-sided customer relationship approach in order to understand the dynamics of this triadic business model (service enabler – service provider – customer). Introducing a double-sided customer relationship framework.	X	X (Based on CRM)	
Löbbers, von Hoffen & Becker 2017	<i>Sharing Economy; Business Model;</i>	The research paper presents a	X	X	

	<i>Business Model Development Framework</i>	consolidated framework for business model conceptualization and generation in the SE.			
Martin, 2016	<i>Sharing economy Collaborative consumption Collaborative economy Sustainability transitions Socio-technical transitions Framing</i>	The paper analyses the online sharing economy discourse and identifies six pathways in which the sharing economy is framed.			X
Oh & Moon, 2016	<i>Sharing economy literature review case</i>	The paper analyses the different views of the major thought-leaders (Benkler, Lessig, Botsman, Gansky, Sundararajan) of the SE and create a preliminary conceptual framework out of them.	X		
Olson & Kemp, 2015	<i>Share Economy Ownership</i>	The paper breaks the share economy down in different focus industries and analyses them in detail	X		
Owyang, 2016 (Appendix A)	<i>Sharing economy Collaborative Economy</i>	Categorization of sharing economy in 2016. Tracks scope and impact of SE across different industries through Honeycomb 3.0 model.			X
Täuscher & Laudien, 2016	<i>Business models Marketplaces Platforms Mixed methods approach Digital economy</i>	The paper develops a model through a clustering process to classify marketplace business models.	X	X	

The table is organized in four main columns *Reference*, *Keywords*, *Focus* and *Frameworks*. The column *Frameworks* has again three subcategories *Categorization & Classification of SE*, *Business Models Creation* and *Industry based*.

Organisation of Table A. 1

Reference: Shows the author and year of the publication (linked to the source)

Keywords: Which Keywords are included in the publication

Focus: Short summary of the content

Framework (X)

Shows the literature a Categorization & Classification of SE

Shows the literature a framework for Business Model Creation for SE

Shows the literature a framework for the Industries in the SE

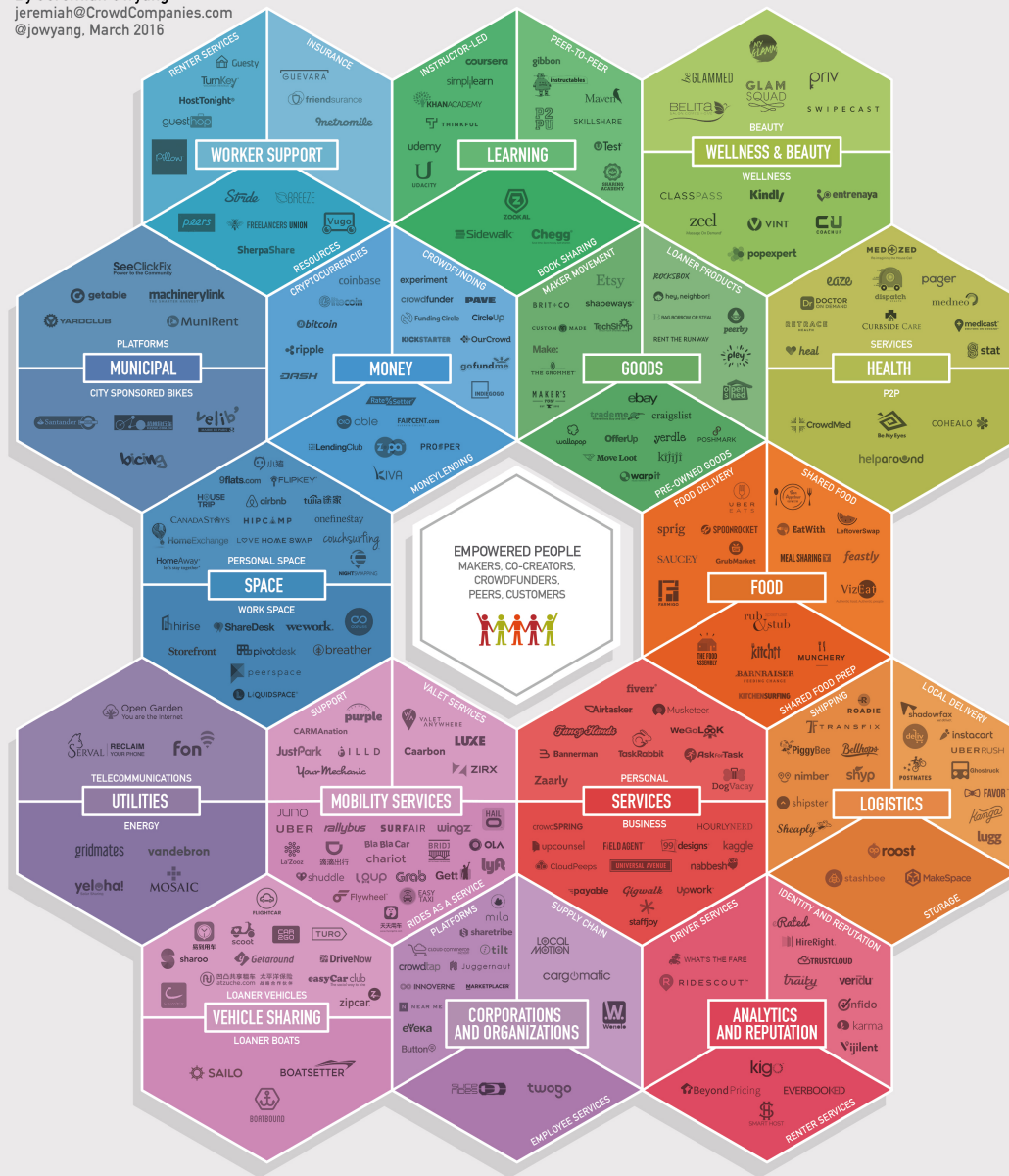
Collaborative Economy Honeycomb Version 3.0

The Collaborative Economy enables people to get what they need from each other. Similarly, in nature, honeycombs are resilient structures that enable access, sharing, and growth of resources among a common group.

In the original Honeycomb 1.0, six distinct categories of startups were represented by the inner track of hexes. After a short period of time, Honeycomb 2.0 expanded to include six additional categories, placed on the outer perimeter.

In the new Honeycomb 3.0, four hexes are added on the corners of the graphic for a total of sixteen: Beauty, Analytics & Reputation, Worker Support, and the large Transportation hex is split into two distinct hexes.

By Jeremiah Owyang
jeremiah@CrowdCompanies.com
@jowyang, March 2016



With input from:
Carl Bohlin, Matt Case, John Cass, Emily Castor, Shelby Clark, Lisa Gansky, Julie George, Neal Gorenflo, Greg Hedges, Bill Johnston, Karen Khounthavong, Alex Lassar, Gregory Leproux, Angus Nelson, Andreas Pages, Shervin Pishevar, Augie Ray, April Rinne, Jeff Rodman, Alexandra Samuel, Jamie Sandford, John Sheldon, Arun Sundararajan, Brian Solis, Julie Viola, Mike Walsh, Jonathan Wichmann, and Vision Critical.
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Figure A. 1. Collaborative Economy Honeycomb 3.0

Appendix B

Gatherings from Literature Review

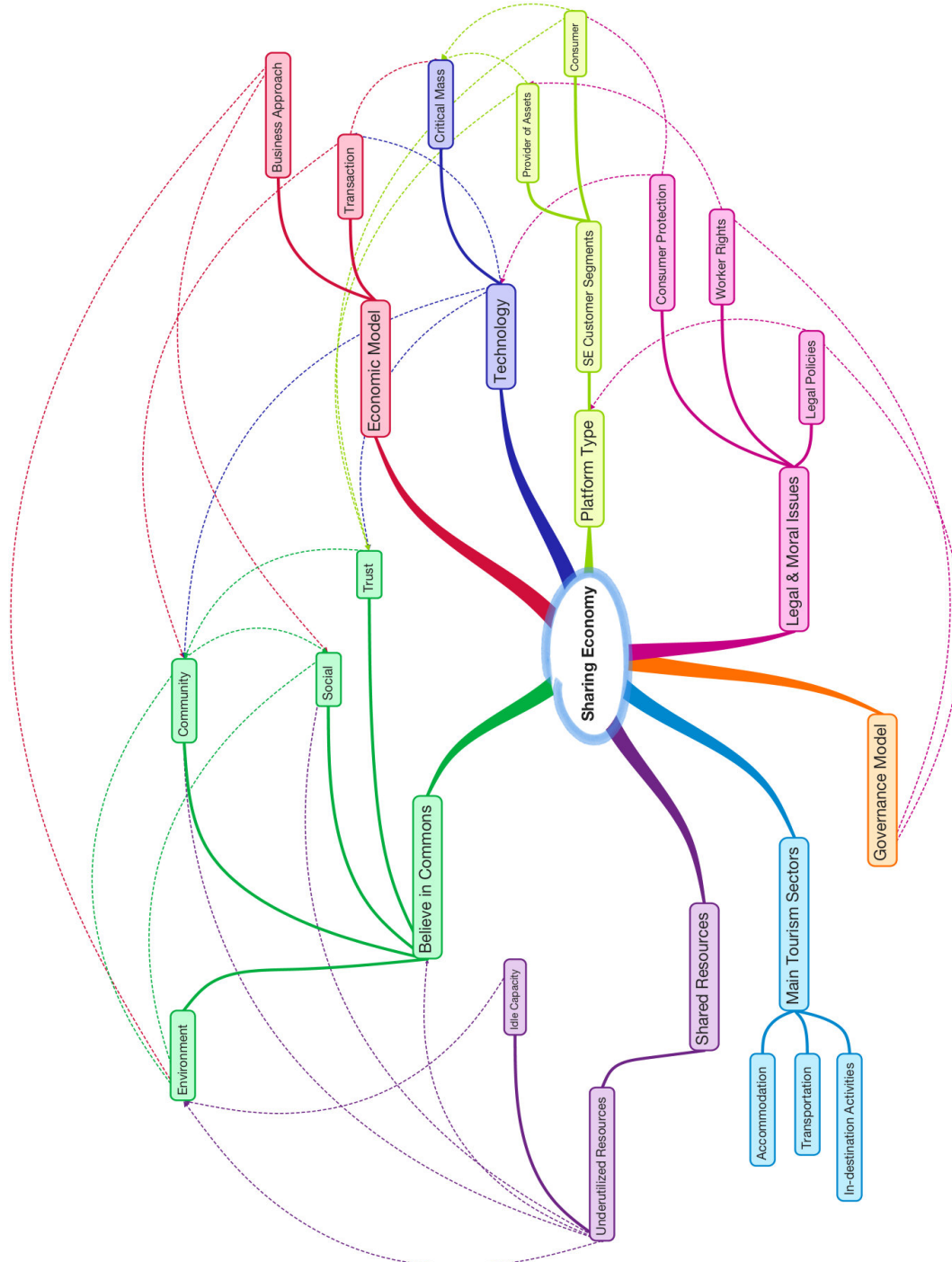


Figure B. 1. Mind-map SE Keywords

Appendix C

Validation of SEBMI Canvas

Table C. 1. Selection of Start-ups for Case Study

1 st Phase		2 nd Phase	Final Phase
<ul style="list-style-type: none"> • JITT • Storyo • IndieCampers • Invine • OptiShower • Hijiffy • SeaBookings.com • City Check • Inspire Portugal • Portuguese Table • Tripwix Vacation Rentals, Lda • Green Stays • The Getaway Van • BookingDrive • Hostmaker • Timescenery • Jozu for women • GetTrasfer • WeHike • Dipp 	<ul style="list-style-type: none"> • Drivili • Personal Travels • LetsStay • Tuki - Travel Sharing • Shoot My Travel • GLYD • Quicket • MagicStay • Urbo solutions - Bike Sharing • Stay Planner • Petsity • TroopTravel • Hopstay • Youclap • Hand2hand • B-guest • Biklio • PaulCamper • Surfy Nomads • yescapa 	<ul style="list-style-type: none"> • BookingDrive • PortugueseTable • SurfyNomads • Paul Camper • Hand2hand • Yescapa 	<ul style="list-style-type: none"> • BookingDrive • SurfyNomads

Brief introduction of selected Test candidates:

Entrepreneurs

The two entrepreneurs who have been selected are employed at InescTec and work closely together with start-ups in their daily business and help them to innovate and boost their business models. Furthermore both candidates already started their own business adventure and working at the moment on a new endeavour focused on the sharing economy.

Start-ups

[bookingdrive.com](https://www.bookingdrive.com)

“BookingDrive has the goal to connect car owners with drivers that wish to rent their cars.Bookingdrive.com is the pioneer company in this business in Portugal.

Our platform gives car owners the opportunity of making money with their vehicles. In parallel, allows drivers who, for any reason require a car, the possibility of choosing one or more from a wide offer of vehicles at their disposal. It ’ s convenient, low cost

and contributes to a more sustainable environment, reducing the number of cars in circulation and consequently the emissions of CO2.

Bookingdrive.com is present all over the country and has the support of several partners as Fidelidade insurance, among other Portuguese market leading companies”(bookingdrive.com, 2018).



“Surfy Nomads surf rental is the worldwide surfboard rental. Planning your next surf trip? Find a surfboard for rent on Surfy Nomads. Want to make some extra money? Join Surfy Nomads and list your surfboards here”(SurfyNomads, 2018).

Protocol used for evaluation:

Feedback: Canvas for Sharing Economy Business Model Innovation (SEBMI Canvas) in Tourism

17.09.18, 11:58

Feedback: Canvas for Sharing Economy Business Model Innovation (SEBMI Canvas) in Tourism

Hello,

we hope you enjoyed the SEBMI-Canvas and it helped you to review your business model and make some improvements towards more sustainability.

We are still looking for ways to modify and improve the Canvas, therefore we would like to ask you a couple of question about the experience you had using the SEBMD-Canvas.

Thank you very much

* Erforderlich

1.First Impression

1. How did you like the structure of the SEBMI-Canvas *

Markieren Sie nur ein Oval.

	1	2	3	4	5	
Very poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

2. What did you like or dislike about the structure of the SEBMI-Canvas *

1.First Impression

3. How did you like the visual design of the SEBMI-Canvas? *

Markieren Sie nur ein Oval.

	1	2	3	4	5	
Very poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

https://docs.google.com/forms/d/1Ei9yu4OjPV7-1tMg0THC_D34H3CY4g2XqNfGJGtcs84/printform

Seite 1 von 10

4. What did you like or dislike about the visual design of the SEBMI-Canvas? *

1.First Impression**5. Gave the guideline a clear impression how to conduct the SEBMI-Canvas? ****Markieren Sie nur ein Oval.*

- ☐ Yes Weiter mit Frage 7
- ☐ No

6. Please explain what was not clear and what could be improved? *

2.Business Type Definition (BTD)**7. Was it clear how to use and fill in the BTD chapter ? ****Markieren Sie nur ein Oval.*

- ☐ Yes Weiter mit Frage 9
- ☐ No

8. Where did you have problems? What was not clear? *

2.Business Type Definition (BTD)**9. Did you had any problems to understand the meaning behind the different categories and respond options ? ****Markieren Sie nur ein Oval.*

- ☐ Yes
- ☐ No Weiter mit Frage 11

10. Please explain what was not clear? *

2.Business Type Definition (BTD)

11. Are there any mandatory categories you would like to add to the BTD chapter ? *

Markieren Sie nur ein Oval.

☐

Yes

☐

No

Weiter mit Frage 13

12. Please explain which categories you would like to add? *

2.Business Type Definition (BTD)

13. Are there any respond options you would like to add to the categories ? *

Markieren Sie nur ein Oval.

☐

Yes

☐

No

Weiter mit Frage 15

14. Please explain which respond options in which categories you would like to add? *

2.Business Type Definition (BTD)

15. Did the symbols of the Social & Environmental Values in the respond options influenced your decision making regarding your desired situation? Explain why or why not? *

2.Business Type Definition (BTD)

16. Do you think the BTD chapter was helpful to review the old business model ? Please explain your answer. *

2.Business Type Definition (BTD)

17. Do you think the BTD chapter was helpful to improve and pivot your business model ? Please explain your answer. *

2.Business Type Definition (BTD)

18. Was it difficult for you to fill out the BTD chapter for your company? *
Markieren Sie nur ein Oval.

☐ Yes

☐ No *Weiter mit Frage 20*

19. Please explain why it was hard? Where did you have any problems? *

3.Value Proposition

20. Was it clear how to complete the Value Proposition chapter? *

Markieren Sie nur ein Oval.

- ☐ Yes Weiter mit Frage 22
- ☐ No

21. Please explain what was not clear? *

3.Value Proposition

22. Do you think the chapter was helpful to improve or rethink your Value Proposition?
Please explain your answer. *

4. Implementation

23. Which implementation chapter you experienced most useful for your business model development? *

Markieren Sie nur ein Oval.

- ☐ Customer Engagement
- ☐ Legal & Moral Issues
- ☐ Social & Environmental Values
- ☐ All
- ☐ None

24. Please explain why? *

4. Implementation

Customer Engagement

25. Was it clear how to complete the Customer Engagement exercise? *

Markieren Sie nur ein Oval.

- ☐ Yes Weiter mit Frage 27
- ☐ No

26. Please explain what was not clear? *

4. Implementation

Customer Engagement

27. Do you think the exercise was helpful to improve or rethink your Customer Engagement Strategy? Please explain your answer. *

4. Implementation

Legal & Moral Issues

28. Was it clear how to complete the Legal & Moral Issues exercise? *

Markieren Sie nur ein Oval.

- ☐ Yes Weiter mit Frage 30
- ☐ No

29. Please explain what was not clear? *

4. Implementation

Legal & Moral Issues

30. Do you think the exercise was helpful to improve or rethink your business strategy regarding Legal & Moral Issues? Please explain your answer. *

4. Implementation

Social & Environmental Values

31. Was it clear how to complete the Social & Environmental Values exercise? **Markieren Sie nur ein Oval.*

- ☐ Yes *Weiter mit Frage 33*
- ☐ No

32. Please explain what was not clear? *

4. Implementation

Social & Environmental Values

33. Do you think the exercise was helpful to improve or rethink your business strategy regarding Social & Environmental Values? Please explain your answer. *

General Impression**34. Which chapter was most helpful to improve/rethink your business model ? ****Markieren Sie nur ein Oval.*

- ☐ Business Type Definition
- ☐ Value Proposition
- ☐ Implementation
- ☐ All
- ☐ None

35. Please explain why? *

General Impression

36. What are the main issues for you regarding the SEBMI-Canvas? *

General Impression

37. What did you liked most about the SEBMI-Canvas? *

General Impression

38. Did the SEBMI-Canvas helped you to review and improve your business model towards more sustainability ? Please explain your answer. *

General Impression

39. Would you recommend the SEBMI-Canvas as a useful tool to improve the business model of a SE-business in the tourism sector? Please explain your answer. *

Thank you very much for you patience !

Figure C. 1. Evaluation protocol used for feedback

Table C. 2. Results Feedback

First Impression	Overall Rating	Comments
Structure	Ok – Good	<p><i>"The tool is simple to use, yet powerful and robust."</i></p> <p><i>"Helps to realize what we are missing, this is, the difference between the desired situation and our actual situation"</i></p> <p><i>"The focus on both sides, the providers of the assets and the customers/users"</i></p>
		<p><i>"is too long"</i></p> <p><i>"I would like to see a more designed layout, the design should be improved"</i></p> <p><i>"I miss, on value proposition a strategy around mission and vision."</i></p>
Visual Design	Poor - Ok	<p><i>"Not applicable"</i></p> <p><i>"A wider visual, linking the 3 phases near the guidelines would be great to better understand all the canvas."</i></p> <p><i>"Visually it could be improved and made more usable and readable. Some fonts are too small, pages structure is over complicated. The PDF version is unusable (input fields are impossible to use)."</i></p> <p><i>"This is a need to have more icons and be more user-friendly."</i></p>
Guideline	Clear	<i>"Could be less schematic and more human."</i>
Business Type Definition	Overall Impression	Comments
Usage & handling	Clear	<i>"Instructions in a bigger font. Make it clear that you can add D or A in more than one box."</i>
Categories & respond options	Clear	<i>"Stakeholders / Relationship with relevant versus critical Stakeholders should be added."</i>
Icons Social & Environmental Values	Trivial	<p><i>"They are useful: they help understand the meaning of the various options. At the beginning I didn't see the explanation of the icons at the beginning of the canvas, so I went to the last page and discovered the meaning."</i></p> <p><i>"I don't think so. The startup has since the beginning the social and environmental values within its mission. But we can say that the icon helped us to reflect again about them."</i></p>
Overall helpful	Yes	<p><i>"Yes it's very useful to focus what are the actual improvements coming from the new business model we're implementing."</i></p> <p><i>"Yes. Especially because there is the parallel between the actual and the desired situation. Furthermore, it is interactive and more focused on the specificities of business that operate in a share economy model."</i></p> <p><i>"It's useful to layout the old/actual vs. the desired model. It helps see where real improvements are."</i></p>
Value Proposition	Overall Impression	Comments
Usage & handling	Clear	<i>"It was not clear to me that "provide or assets" and "consumers" are the two side of the two-sided market, but maybe just my fault."</i>
Overall helpful	Yes	<p><i>"Yes that's very useful, especially in a phase where the company is redesigning a new business model and pivoting a bit. It helps better define the new way to go."</i></p> <p><i>"Yes. It is the perfect way that helped us to join both values created, the value for the provider of assets and the value for the final consumer (guest or visitor). Within this business model, there is always the difficulty of designing a value proposition that meets both users. Furthermore, to improve this I would change the layout. The design of the Value Proposition needs to clearly indicate that the General Value Proposition is a combination/assemble of both value created."</i></p>
Customer Engagement	Overall Impression	Comments
Usage & handling	Clear	<i>"It is clear but I would suggest to explain (written or with icons) what "Traction" means. It is clear for startups who were in an acceleration program, but I don't think it is a common expression for everyone."</i>
Overall helpful	Yes	<i>"Yes it forces to go to a deeper level. It could be more structured and the questions in the small font could be bigger and have a separate area for each answer."</i>
Legal & Moral Issues	Overall Impression	Comments
Usage & handling	Clear	<i>"It was not clear the separation between Worker rights (more for the providers) and customer protection (more for the consumers). I would keep the separation in two sides (left and right) and use the same definitions as before."</i>
Overall helpful	Yes	<p><i>"Yes. When we startup a business the legal aspects are top priority. It helped me to list what I have and/or need and the seek for professional help in this matter."</i></p> <p><i>"A bit too far for our project at the moment, but it's a good memo to keep these problems in mind."</i></p>
Social & Environmental Values	Overall Impression	Comments
Usage & handling	Clear	-
Overall helpful	Yes	<p><i>"Yes it's useful to approach the business from these perspectives. I would give more relevance to the small sub-questions and maybe leave some more space to answer to each one of these."</i></p> <p><i>"Yes, The questions under each variable were extremely helpful."</i></p>

General Impression	Comments
Main Issues	<p>"It is long"</p> <p>"Nothing to declare ..."</p> <p>"Could be more usable and readable."</p> <p>"Lack of guidance."</p>
Most liked	<p>"The examples/questions provided in each box"</p> <p>"The continuously questioning mode in all the phases and the incorporation of values on the business model innovation."</p> <p>"The concept itself and that it's a good chance to rethink the business."</p> <p>"The combination of aspects that it included."</p>
Was it helpful?	<p>"Yes"</p> <p>"Yes. Helps the reflection of what's important to focus and also to communicate it."</p> <p>"I hope so, will tell you in the next months."</p> <p>"Yes."</p>
Would you recommend it?	<p>"Yes"</p> <p>"Yes, it helps to have a better reflection on consumer rights, my business impact on the society and continuously look for ways to define my value for business, people and society, in general."</p> <p>"Yes of course, it's a good chance to review the business model, how to engage users and aspects related to sustainability (that some companies might not take into account)."</p> <p>"Yes"</p>

Appendix D

User Manual & Final Version of SEBMI Canvas

User Manual: SEBMI-Canvas for Tourism

The **SEBMI-Canvas** is structured in 3 sections, which will help entrepreneurs in creating a Sharing Economy (SE) business model while at the same time helping start-ups to review and improve their already existing SE business model towards a higher degree of innovation.

I. Business Type definition: *Categorization of the business model is designed for two different Approaches*

- a) Entrepreneurs who want to build a new Sharing Economy (SE) business in the tourism sector. Only mark and fill out for "Actual Situation".
- b) Start-ups or already existing businesses in the tourism sector, which want to change their business model in the SE or adapting to it, fill out both the „Actual Situation“ as well as the „Desired Situation“.

Mark the selected respond option with "A" for you actual situation and with "D" for your desired situation. You can also mark one respond option with both letters.

II. Value Proposition:

Provider of Assets - User who offers underutilized human (services) or physical assets.

Consumer - User who receives underutilized human (services) or physical assets.

Note:

For P2P Sharing Economy businesses fill out Value Proposition for the two customer segments, for one-sided customer market just fill in "Value creation process and value proposition for Consumer".

- a) **Value creation process for Provider of Assets:** Answer the questions to clarify what you value you provide for your Provider of Assets/Service Provider
Value Proposition for Provider of Assets: What is your value proposition towards this customer segment?
- b) **Value creation process for Consumers:** Answer the questions to clarify what you value you provide for your Consumers?
Value Proposition for Consumers: What is your value proposition towards this customer segment?

III. Implementation:

a) Customer Engagement

Note:

For P2P Sharing Economy businesses fill out Customer Engagement for the two customer segments, for one-sided customer market just fill in for "Customer Engagement Strategy for Consumer".

Engagement Strategy: Answer the questions to clarify your strategy you towards growing this customer segment.

Traction Matrix: Answer the questions to state your "Actual Situation" and "Desired Situation" growth rate and clarify your goals in terms of customer acquisition. Entrepreneurs who want to start a business just fill in for "Desired Situation".

b) Moral & Legal Issues

Answer the questions to clarify your strategies towards **Consumer protection, Worker Rights and Legal Policies.**

c) Social & Environmental Values

Answer the questions to identify how your business stands towards **Social Motives, Trust, Environment and Community.**

Enjoy your Experience with the SEBMI Canvas ...

Figure D. 1. User manual SEBMI canvas

SEBMI Canvas for Tourism

Canvas for Sharing Economy Business Model Innovation

Company Name:	Designed by:	Date:	Iteration:
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Guideline

I. Business Type Definition

User Type I: Entrepreneurs building SE business -
Mark and fill out for "Desired" Sector/Situation

User Type II: Start-ups or SMEs changing Business Model in SE or adapting to it -
Mark and fill out for "Actual" and "Desired" Sector/Situation

Mark with "A" for actual and "D" for desired respond option and describe for the following categories:

- Sector of Activity
- Transaction Model
- Technology
- Shared Resources
- Business Approach
- Platform Model
- Governance Model

Social & Environmental Values:



The symbols in the respond options illustrate the relationship to certain Social & Environmental Values .

II. Value Proposition

Provider of Assets- User who offers underutilized human (services) or physical assets.

Consumer- User who receives underutilized human (services) or physical assets.

What explicit value does your business provide to:

One-sided customer market - Consumers

Two-sided customer market - Provider of Assets & Consumers

III. Implementation

Fill out the worksheets regarding your business strategy towards:

- **Customer Engagement** (One-sided customer market - Consumers,
Two-sided customer market - Provider of Assets & Consumers)

- **Legal & Moral Issues**

- **Social & Environmental Values**

I. Business Type Definition

Sector of Activity

Mark with "A" for actual sector and with "D" for desired Sector

<input type="checkbox"/>	Accommodation E.g. rental, couchsurfing
<input type="checkbox"/>	Transport E.g. car-sharing, lift-pooling, bike-sharing
<input type="checkbox"/>	In-destination Activity E.g. tours, guides

Actual Situation	What is the current Status?	
	What ?	What situation do we want to achieve?
Desired Situation	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

Shared Resources

Mark with "A" for actual type of resources and with "D" for desired type of resources

<input type="checkbox"/>	Underutilized Assets <i>Goods, services and other assets that are underused and not generating value</i> 
<input type="checkbox"/>	Optimize New <i>Providing new assets to clients</i>
<input type="checkbox"/>	Services <i>The shared resources are in form of services provided to the clients</i>
<input type="checkbox"/>	Funds <i>The shared resources are in form of monetary assets like money loans</i> 

Actual Situation	What is the current Status?	
Desired Situation	What ?	What situation do we want to achieve?
	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

Platform Model

Mark with "A" for actual platform model and with "D" for desired platform model

<input type="checkbox"/>	Peer2Peer <i>Users can exchange goods and services and the platform provider owns basically none of the shared assets</i> 
<input type="checkbox"/>	B2Crowd <i>Platforms usually provide products, which are exchanged in a community while still retaining ownership</i>
<input type="checkbox"/>	B2B/B2G <i>Business2Business or Business2Government</i>

Actual Situation	What is the current Status?	
Desired Situation	What ?	What situation do we want to achieve?
	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

Transaction Model

Mark with "A" for actual transaction model and with "D" for desired transaction model

<input type="checkbox"/>	Market Offer services and goods in exchange for money
<input type="checkbox"/>	Alternative Use alternative ways of payment instead of real currency (swapping, trading etc.) 
<input type="checkbox"/>	Free Offer services often free and generate revenue through advertisements or sponsorships etc. 

Actual Situation	What is the current Status?	
Desired Situation	What ?	What situation do we want to achieve?
	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

Business Approach

Mark with "A" for actual economic model and with "D" for desired economic model

<input type="checkbox"/>	Social Main goal is to have a positive social or environmental impact 
<input type="checkbox"/>	Hybrid Goal is to still make profit but also to create positive social and/or environmental impact 
<input type="checkbox"/>	Profit Main goal is to make profit

Actual Situation	What is the current Status?	
Desired Situation	What ?	What situation do we want to achieve?
	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

Governance Model



Mark with "A" for actual governance model and with "D" for desired governance model

<input type="checkbox"/>	Corporate <i>Traditional model, board of directors carry out actions on behalf of/for the benefit of the company's stakeholders</i>
<input type="checkbox"/>	Collaborative <i>The users and stakeholders use a platform as to realize projects as a community</i> 
<input type="checkbox"/>	Cooperative <i>Employees actually own and operate the business together</i> 

Actual Situation	What is the current Status?	
Desired Situation	What ?	What situation do we want to achieve?
	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

Technology

Mark with "A" for actual technology status and with "D" for desired technology status

<input type="checkbox"/>	Driven <i>Company fully rely on technology and can complete their services without any offline interaction</i> 
<input type="checkbox"/>	Enabled <i>Company reliant on technology to perform their services but require also an offline interaction</i> 
<input type="checkbox"/>	Non-tech <i>Technology mostly just a supporting tool but not necessary for the service</i>

Actual Situation	What is the current Status?	
Desired Situation	What ?	What situation do we want to achieve?
	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to this idea?

II. Value Proposition

<p>Value creation process for Provider of Assets*:</p> <p>What defines our providers of assets? Who are they?</p> <p>What are the benefits we are offering to them?</p> <p>What values do we create for them?</p> <p>What separates us from our competitors? Why should they to work with us?</p>	<p>Value creation process for Consumer:</p> <p>What defines our target consumers? Who are they?</p> <p>What are the benefits we are offering to them?</p> <p>What values do we create for them?</p> <p>What separates us from our competitors? Why should they to choose us?</p>
<p>Value Proposition for Provider of Assets:</p>	<p>Value Proposition for Consumer:</p>

*For one-sided customer market just fill in "Value Proposition for Consumer"

III. Implementation

Customer Engagement

Provider of Assets*:	Consumer:																
<p>Engagement Strategy:</p> <p>What strategies can we implement to increase our number of asset providers?</p> <p>What strategies can we use to maximize the engagement of already existing asset providers?</p>	<p>Engagement Strategy:</p> <p>What strategies can we implement to increase our number of consumers?</p> <p>What strategies can we use to maximize the engagement of already existing consumers?</p>																
<p>Traction Matrix</p> <table border="1"><thead><tr><th>Actual Situation:</th><th>Desired Situation:</th></tr></thead><tbody><tr><td>How many new providers of assets do we gain on average per month?</td><td>How many new providers of assets do we want to gain per month?</td></tr><tr><td>How many new assets do they provide?</td><td>How many assets should they provide?</td></tr><tr><td>How high is our general growth rate of assets per month?</td><td>How high is our desired general growth rate of assets per month?</td></tr></tbody></table>	Actual Situation:	Desired Situation:	How many new providers of assets do we gain on average per month?	How many new providers of assets do we want to gain per month?	How many new assets do they provide?	How many assets should they provide?	How high is our general growth rate of assets per month?	How high is our desired general growth rate of assets per month?	<p>Traction Matrix</p> <table border="1"><thead><tr><th>Actual Situation:</th><th>Desired Situation:</th></tr></thead><tbody><tr><td>How many new consumers do we gain on average per month?</td><td>How many new consumers do we want to gain per month?</td></tr><tr><td>How many transactions do they complete?</td><td>How many transactions should they complete?</td></tr><tr><td>How high is our general growth rate of completed transactions per month?</td><td>How high is our desired general growth rate of completed transactions per month?</td></tr></tbody></table>	Actual Situation:	Desired Situation:	How many new consumers do we gain on average per month?	How many new consumers do we want to gain per month?	How many transactions do they complete?	How many transactions should they complete?	How high is our general growth rate of completed transactions per month?	How high is our desired general growth rate of completed transactions per month?
Actual Situation:	Desired Situation:																
How many new providers of assets do we gain on average per month?	How many new providers of assets do we want to gain per month?																
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Actual Situation:	Desired Situation:																
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How many transactions do they complete?	How many transactions should they complete?																
How high is our general growth rate of completed transactions per month?	How high is our desired general growth rate of completed transactions per month?																

*For one-sided customer market just fill in "Consumer Engagement" side

Legal & Moral Issues

Legal Policies:

What future legal regulations could become a problem for the business model ?

How can this be avoided ?

Consumer Protection:

What methods are in place to guarantee consumer protection?

Worker Rights:

Which policies are in place to ensure fair rights for the provider of assets/service providers ?

Social & Environmental Values




<p>Trust:</p>  <p>How do we generate trust for our customers ?</p> <p>What kind of technology or methods we are using to create trust ?</p> <p>How do we measure our customers level of trust? How can we improve the level of trust?</p>	<p>Environment:</p>  <p>What kind of impact has our business on the environment?</p> <p>How can we create a positive impact on the environment with our business?</p> <p>What environmental friendly solutions can we introduce to our business model?</p>
<p>Community:</p>  <p>Do we have a strong community aligned to our products or services?</p> <p>How important is a strong community for our business?</p> <p>How loyal is our community?</p> <p>What methods or strategies to we use to grow our community ?</p>	<p>Social Motives:</p>  <p>Does our business involve a social aspects?</p> <p>How can we create a positive social impact on our community?</p> <p>What social motives can we introduce to our business model?</p>

Figure D. 2. Final version of SEBMI canvas